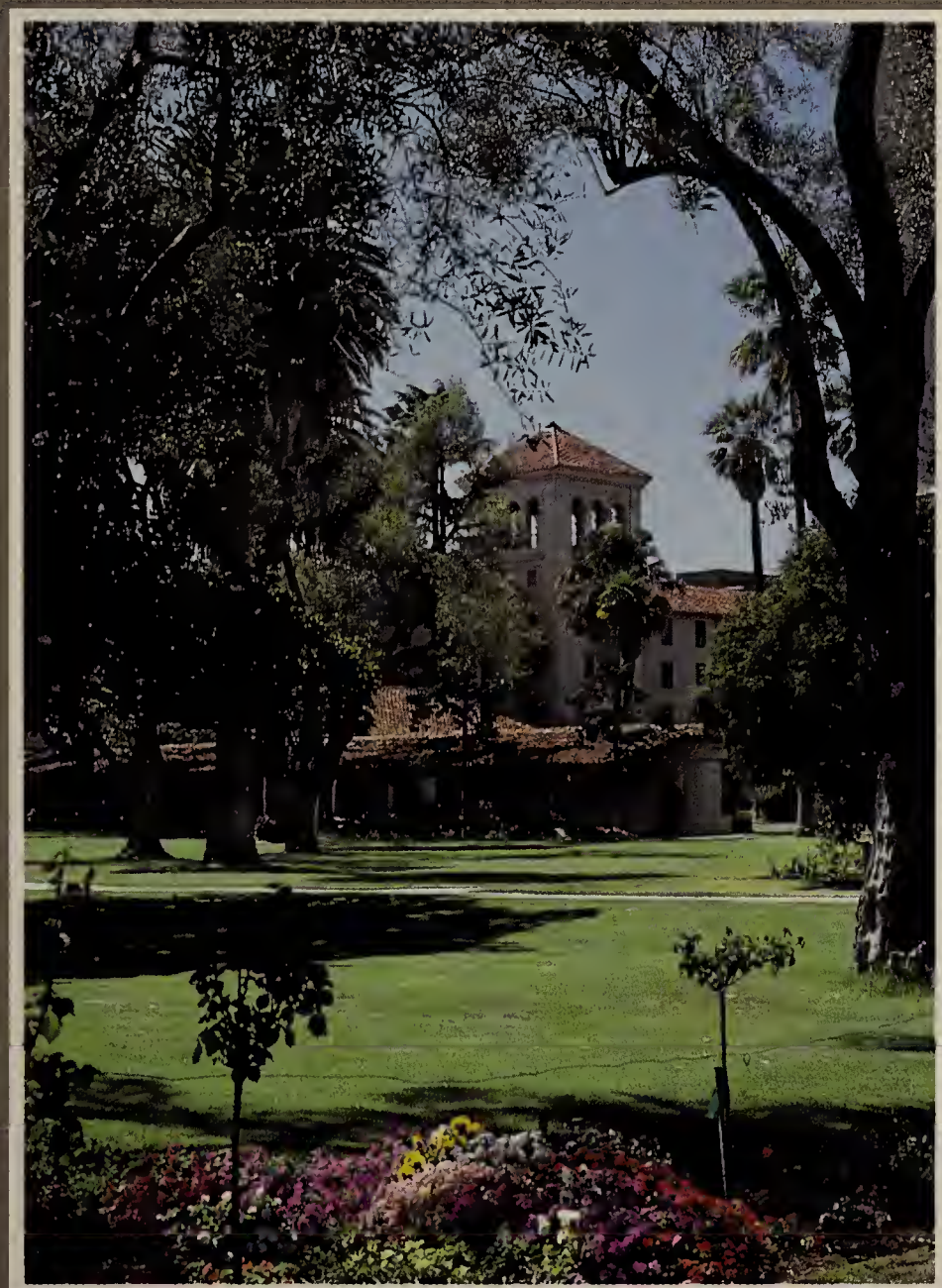


SANTA CLARA

Leavey School of Business and Administration
Graduate Programs
1985-1986



For information:

**Leavey School of Business
and Administration
Graduate Education
Santa Clara University
Santa Clara, California 95053
(408) 554-4500**

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Nondiscrimination Policy

Santa Clara University does not discriminate on the basis of race, color, age, religion, sex, marital status, handicap, national and/or ethnic origin, or veteran's status in the administration of its educational policies, admissions policies, scholarships and loan programs, athletic and other school-administered policies, as well as employment-related policies and activities. Additional information and copies of the Grievance Procedure are available in the Office of Student Services and the Personnel Department.



SANTA CLARA UNIVERSITY

Thomas and Dorothy Leavey

School of Business
and Administration
Graduate Programs

1985–86



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Academic Calendar 1985–86

FALL QUARTER 1985

August 19–30	Monday-Friday	Mail registration
September 2	Monday	Labor Day; administrative holiday
September 11	Wednesday	New student orientation
September 14	Saturday	Leveling examinations
September 18	Wednesday	Walk-in registration
September 23	Monday	Instruction begins
September 23–25	Monday-Wednesday	Late registration, 3–6 p.m.
September 25	Wednesday	Last day to add or change Monday-Wednesday classes
September 26	Thursday	Last day to add or change Tuesday-Thursday classes
October 9	Wednesday	Last day to withdraw with partial refund (Monday-Wednesday classes)
October 10	Thursday	Last day to petition for graduate degrees to be conferred in December 1985 and March 1986
October 10	Thursday	Last day to withdraw with partial refund (Tuesday-Thursday classes)
October 21	Monday	Last day to submit incomplete spring quarter and summer session 1985 work to professors
October 28	Monday	Last day to remove spring quarter and summer session 1985 incompletes (faculty)
November 19	Tuesday	Last day to withdraw from classes without instructor's signature
November 28–29	Thursday-Friday	Thanksgiving recess; academic and administrative holidays
December 2–4	Monday-Wednesday	Fall quarter examinations
December 11	Wednesday	Fall quarter grades due
December 24–25	Tuesday-Wednesday	Christmas recess; administrative holidays
December 31–January 1	Tuesday-Wednesday	New Year's recess; administrative holidays

WINTER QUARTER 1986

November 11–22	Monday-Friday	Mail registration
December 4	Wednesday	New student orientation
December 7	Saturday	Leveling examinations
December 11	Wednesday	Walk-in registration
January 6	Monday	Instruction begins
January 6–8	Monday-Wednesday	Late registration, 3–6 p.m.

January 8	Wednesday	Last day to add or change Monday-Wednesday classes
January 9	Thursday	Last day to add or change Tuesday-Thursday classes
January 16	Thursday	Last day to petition for graduate degrees to be conferred in June 1986
January 20	Monday	Martin Luther King's Birthday; academic and administrative holiday
January 23	Thursday	Last day to withdraw with partial refund (Tuesday-Thursday classes)
January 27	Monday	Last day to withdraw with partial refund (Monday-Wednesday classes)
February 3	Monday	Last day to submit incomplete fall quarter 1985 work to professors
February 10	Monday	Last day to remove fall quarter incompletes (faculty)
February 17	Monday	Presidents' Day; academic and administrative holiday
March 4	Tuesday	Last day to withdraw from classes without instructor's signature
March 17-19	Monday-Wednesday	Winter quarter examinations
March 26	Wednesday	Winter quarter grades due

SPRING QUARTER 1986

February 24-March 7	Monday-Friday	Mail registration
March 12	Wednesday	New student orientation
March 15	Saturday	Leveling examinations
March 21	Friday	Walk-in registration
March 28	Friday	Good Friday; administrative holiday
March 31	Monday	Instruction begins
March 31-April 2	Monday-Wednesday	Late registration, 3-6 p.m.
April 2	Wednesday	Last day to add or change Monday-Wednesday classes
April 3	Thursday	Last day to add and change Tuesday-Thursday classes
April 16	Wednesday	Last day to withdraw from classes with partial refund (Monday-Wednesday classes)
April 17	Thursday	Last day to withdraw from classes with partial refund (Tuesday-Thursday classes)
April 28	Monday	Last day to submit incomplete winter quarter 1986 work to professors
May 5	Monday	Last day to remove winter quarter 1986 incompletes (faculty)

May 20	Tuesday	Last day to withdraw from classes without instructor's signature
May 26	Monday	Memorial Day; academic and administrative holiday
June 4–6	Wednesday-Friday	Spring quarter examinations
June 7	Saturday	Graduate commencement
June 13	Friday	Spring quarter grades due

SUMMER SESSION 1986

May 19–30	Monday-Friday	Mail registration
June 4	Wednesday	New student orientation
June 7	Saturday	Leveling examinations
June 16	Monday	Instruction begins
June 16–17	Monday-Tuesday	Late registration and add period, 3–6 p.m.
June 19	Thursday	Last day to petition for graduate degrees to be conferred in August 1986
July 2	Wednesday	Last day to withdraw from classes with partial refund (Monday-Wednesday classes)
July 3	Thursday	Last day to withdraw from classes with partial refund (Tuesday-Thursday classes)
July 4	Friday	Independence Day; academic and administrative holiday
July 22	Tuesday	Last day to withdraw from classes without instructor's signature
August 4–5	Monday-Tuesday	Summer session examinations
August 11	Monday	Summer session grades due
October 13	Monday	Last day to submit incomplete spring quarter and summer session 1986 work to professors

All dates are inclusive.



A Message from the Dean

We are proud of the reputation that the MBA Program enjoys with business, industry, and service organizations. The Thomas and Dorothy Leavey School of Business and Administration enjoys this reputation for excellence based on a highly qualified graduate student body, a distinguished faculty whose scholarship has been internationally recognized, a commitment to a collegial student and faculty learning environment, alumni who have achieved eminence in one of the nation's most dynamic regions, corporate and professional involvement on advisory boards, active campus recruiting, and support for endowment scholarships and research.

Like all schools with fine reputations, the Leavey School of Business and Administration at Santa Clara University has its own special personality. It is truly a "professional" school concerned with relating rigorous scholarship to managerial decisions. It does so in a curriculum that is:

- Values-Oriented
Committed to the examination of ethics, values, and the human impact of decisions.
- Strategically Focused
Concerned with the whole person, the entire firm, and the societal environment so as to provide a macro viewpoint.
- Multifunctional
Provides a balanced emphasis on functional business specialties (i.e., marketing, finance, accounting, economics, management, production, and decision and information sciences).

Because of the innovative business climate and high technology character of our neighboring industry, particular emphasis is placed on problems of rapidly changing organizations. This concern with innovation includes entrepreneurial as well as mature organizations.

The School's commitment is to the development of leaders who will guide business organizations to a position of vision, competitive strength, and creative service to society. If this approach to business education is appealing, we encourage you to join us in a graduate program of distinction.

André L. Delbecq
Dean

1

Santa Clara University

STATEMENT OF PURPOSE

Inspired by the love of God to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, Santa Clara University declares its purpose to be the education of the human person within the Catholic and Jesuit tradition.

The University is thus dedicated to:

- a community of highly qualified scholars, teachers, students, and administrators bound to an uncompromising standard of academic excellence;
- an education that, in its emphasis on undergraduate studies and its pursuit of selected high quality graduate and professional programs, stresses moral as well as intellectual values, an education of the whole person, an education seeking to answer not only “what is” but “what should be”;
- an academic community informed by Catholic principles; a community offering its members the opportunity for worship and for deepening their religious perception, yet a community enriched by men and women of diverse religious and philosophical as well as social and racial backgrounds, a community opposed to narrow indoctrination or proselytizing, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;
- an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to become fully human, but also to demonstrate the unity of all forms of knowledge and to enable students to assume leadership in the modern world;
- the encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods—courses and methods that stimulate not only the acquisition of knowledge but also the creative use of knowledge;
- an academic community in which students, teachers, and administrators dedicated to academic freedom and united in the search for truth actively formulate and carry into effect the University’s policies.

Board of Trustees
Santa Clara University
January 22, 1975

HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Spanish Franciscan missionary, Tomas de la Pena, to mark the founding of the eighth of California's original 21 missions, Santa Clara de Asís.

Three-quarters of a century elapsed before Santa Clara University, or Santa Clara College as it was known, opened its doors as an institution of higher learning. In the intervening years, however, the mission served as a spiritual center and school for the Indians. Besides religious instruction, the men were taught stockraising, farming, and the building trades; the women, weaving and sewing; the boys, reading, music, and religious drama. From 1777 until Mexican government secularization on February 27, 1837, some 9,000 persons were baptized at the mission.

During the early period, the less solidly built mission buildings of the first and second sites were destroyed by the flooding waters of the Rio Guadalupe. The third mission church, constructed of adobe, was completed in 1784 but was seriously damaged by earthquakes in 1812 and 1818. A fourth church, also adobe, was used temporarily from 1819 to 1825. The larger, fifth adobe mission with its quadrangle patio, was completed and dedicated August 12, 1825. The University's Adobe Lodge Faculty Club is all that remains of the west wing of that quadrangle.

The first site of Mission Santa Clara is marked by a California state historical landmark located near the intersection of Kifer Road and De La Cruz Boulevard. Crosses mark the second site at De La Cruz Boulevard and Martin Street and the third site at Campbell and Franklin streets. The fourth mission church stood between what are now Kenna Hall and the Delia Walsh Administration Building.

During the first three decades of the nineteenth century, the old mission enjoyed its most fruitful years. In 1827, well over 1,400 Indians lived within sound of the mission's bells. In that year, some 15,000 sheep, 14,500 head of cattle, and abundant crops of wheat, corn, and beans were produced and cared for by the Indians under the guidance of the missionaries.

A combination of factors terminated the decades of prosperity at Santa Clara and the other California missions. The Mexican War of Independence brought turmoil from 1810 to 1821 and resulted in a decrease in Franciscan personnel and donations-in-aid from benefactors. The new Mexican government took possession of the old Jesuit Pious Fund of the Californias that had been the main source of support for the mission. Most of the Indians' lands, cattle, and sheep became the object of spoliation by civil administrators.

In 1827 and again in 1829, governmental decrees ordered exile for all Spaniards who refused allegiance to the new regime. Since most of the mission padres were from Spain, many chose banishment. Some, however, remained until 1833, when Mexican Franciscan replacements arrived from the missionary college of Zacatecas. Among them was Fray Francisco García Diego y Moreno, who was to become the first bishop of the Californias. Although committed to the welfare of the Indians, the padres' resistance to governmental encroachment on the Indians' rights and property had little effect. Finally, full secularization of mission properties was imposed at Mission Santa Clara in early 1837. This action ended the effectiveness of the Franciscan missionary endeavor in Alta California. Within a few years, the mission buildings and the Indian lands, cattle, and sheep fell to civil officials and their friends.

In the early 1840s, a new people and a new way of life came to Alta California. Most of the immigrants were Anglo-Americans attracted by the rich lands of the Santa Clara Valley. In 1848, the Treaty of Guadalupe Hidalgo ceded California to the United States. Statehood was granted in 1850.

It was in this setting that Santa Clara opened its classroom doors in May 1851. The new Bishop of San Francisco, Joseph Sadoc Alemany, asked Jesuits Michael Accolti and John Nobili, formerly Oregon missionaries, to open a college at Mission Santa Clara. During its first academic year, 1851–52, Father Nobili and a handful of Jesuit and lay teachers offered instruction in a variety of subjects to approximately 40 students. A decision made in 1854 by the Jesuit Province of Turin, Italy, to adopt California as a permanent mission field marked a turning point in Santa Clara's history. As a consequence, the Jesuits of Turin provided the college with the faculty and support that it needed to grow. The following year, Santa Clara College received a charter of incorporation from the state of California.* In 1857, the college conferred its first collegiate degree, a Bachelor of Arts diploma, on Thomas I. Bergin. This was the first diploma granted by any institution of higher learning in the state of California. By 1858, new scientific apparatus arrived from Paris, and integrated courses in science as well as in the classics and in commercial subjects were offered.

Slow and steady growth followed, and distinguished graduates became prominent members of California life. It was not until 1912, however, that the Schools of Law and Engineering were founded. In that same year, courses in the Humanities and the Sciences were expanded, and the college became the University of Santa Clara. Meeting the demands of urban growth in the Santa Clara Valley, courses in commerce and finance were also expanded in 1926, and the University's School of Business and Administration began. In that same year, the old mission church was destroyed by fire. The present structure, an enlarged replica of the original, was completed in 1928.

From the 1930s through World War II, the University's enrollment was relatively stable. The return of many veterans resulted in an enlarged student body and new resources. In 1947, for the first time in the University's history, enrollment broke the one-thousand mark. From the postwar period to the present, the face of the campus has been changing and expanding. In 1961, the University announced a major change in policy and accepted women as undergraduate students for the first time in its 110-year history. Santa Clara became the first Catholic coeducational institution of higher learning in California. Thanks to the generous support of many friends, 23 new buildings have been added to match the growth in enrollments. Still newer facilities—the Louis B. Mayer Theatre, Leavey Activities Center, and Cowell Student Health Center—were completed in the early 1970s.

Although the student body has grown rapidly in the past decade, it has been held relatively small: 3,600 undergraduates and 3,600 graduate and law students. Since 1960, the number of courses taught has more than doubled and educational opportunities at all levels have increased.

*THE UNIVERSITY'S LEGAL NAME is *The President and Board of Trustees of Santa Clara College* to which should be added, *A Corporation, located at Santa Clara, California*. For the information of individual, corporation, and foundation donors who wish the tax benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501 (c)(3)(ii) tax-exempt organization and it is not classified as a private foundation under section 509(a) of the IRS Code.

In 1964, the University adopted the Santa Clara Plan, an academic plan and calendar that divide the school year into three eleven-week terms and limit the number of courses a student may take to three or four in each quarter.

As an independent University supported by tuition and gifts, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student.

Today, Santa Clara University, the first institution to offer classes in higher learning on the West Coast, continues its mission heritage of service by helping its students equip themselves with advanced knowledge and humanistic values. Academic excellence in a well-balanced human being is the University's goal.

CAMPUS LOCATION

Santa Clara University is 46 miles from San Francisco, near the southern tip of the Bay, in an area rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland, and Marin County are within one-hour's travel by bus, train, or car. In the opposite direction, the Pacific beaches of Santa Cruz are about 30 minutes away; the world-famous Monterey Peninsula and Carmel are two hours away.

The University is accessible by major airlines via San Jose International Airport, which is three miles from campus, and via San Francisco and Oakland International airports.

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years, the average maximum temperature was 71.4 degrees and the average minimum, 41.6 degrees. The sun shines an average of 293 days per year, and the average annual rainfall is about 15 inches.

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The MBA Program at Santa Clara

PROFESSIONAL ORIENTATION

The MBA Program at Santa Clara University was established in 1958 to prepare men and women to deal effectively with the challenges of management. The program was designed specifically for professionals employed in the Silicon Valley companies and nonprofit organizations that surround the University. Since the program's founding, courses have been taught in the late afternoon and evening to provide a high-quality MBA curriculum for working professionals.

ACADEMIC STANDARDS

During its first quarter century, the Santa Clara MBA Program has acquired a reputation for academic rigor. Admissions standards are high and courses are demanding. Students in the Santa Clara MBA Program acquire a breadth of preparation across the functional areas of management and achieve depth through required and elective courses.

ACCREDITATION

The American Assembly of Collegiate Schools of Business (AACSB) is the prestigious accreditation organization that conducts in-depth reviews of business schools to assure that their curricula, faculty, and admitted students meet high standards of excellence.

Santa Clara University was awarded AACSB accreditation in 1961, in the first group of MBA programs to be so accredited. Only about 20 percent of MBA programs nationally are AACSB-accredited. The Santa Clara MBA Program has consistently met AACSB's high standards regarding curriculum, admissions criteria, and faculty qualifications. The most recent review took place in December 1982, at which time the accreditation review team praised Santa Clara's quality in all three areas.

STUDENT BODY

Most of the 1,200 students enrolled in the MBA Program work full time in area companies and take one or two courses each quarter. Approximately 200 full-time students take three or four courses each quarter. Companies employing Santa Clara MBA students include well-known national firms with offices in the Bay Area as well as new companies that are part of the dynamic environment

of Silicon Valley. A sampling of companies whose employees are enrolled in the MBA Program appears on page 17.

Students represent a variety of undergraduate and graduate fields of study. About 20 percent have undergraduate degrees in business, 25 percent in engineering, 30 percent in social science, and 25 percent in the natural sciences and other fields. Current MBA students come from over 400 undergraduate institutions.

The qualifications of entering students are consistently strong. For students entering in fall quarter 1984, the median grade point average was 3.2 and the median GMAT score was 560. Over one-quarter of entering MBA students already hold advanced degrees—master's degrees and/or doctorates. Most entering MBA students have three or more years of work experience. This blend of academic backgrounds and work experience provides opportunities for enhanced learning in and out of the classroom.

Undergraduate institutions attended by Santa Clara MBA students include:

Amherst College
Barnard College
Boston College
California Polytechnic State University
Carnegie-Mellon University
Claremont University
Columbia University
Cornell University
Dartmouth College
Duke University
Georgetown University
Georgia Institute of Technology
Gonzaga University
Harvard University
Illinois Institute of Technology
Indiana University
Marquette University
Massachusetts Institute of Technology
New York University
Northwestern University
Notre Dame University
Oberlin College

Pomona College
Princeton University
Purdue University
Reed College
Saint Louis University
San Jose State University
Seattle University
Smith College
Southern Methodist University
Stanford University
Tulane University
University of British Columbia
University of California, Berkeley
University of Chicago
University of Illinois
University of Maryland
University of Michigan
University of Santa Clara
University of Texas
University of Wisconsin
Wellesley College
Whittier College
Williams College
Yale University

ALUMNI

Over 5,400 men and women have received the MBA from Santa Clara University. Many have risen to responsible positions in business, government, and nonprofit organizations. The high regard for the Santa Clara MBA degree is reflected in the School's successful alumni and in the number of Bay Area companies that interview on campus and provide tuition reimbursement plans to encourage employees to continue their professional development.

Employers of current students include:

Advanced Micro Devices	NASA Ames Research Center
Amdahl	National Semiconductor
American Microsystems	Northern Telecom
Apple Computer	Pacific Telephone
Applied Technology	Precision Monolithics
Atari	Procter and Gamble
AT&T	Raychem
Avantek	Rolm
Bank of America	San Jose Unified School District
Bank of the West	Santa Clara County
Bechtel	Signetics
City of San Jose	Smith-Kline
Control Data	Spectra-Physics
Dalmo Victor	Stanford Medical Center
Dean, Witter, Reynolds	Stanford Research Institute
Dysan	Synertec
Electromagnetic Systems Lab	Syntex
Fairchild	Syva
FMC	Tandem
Ford Aerospace	Teledyne Semiconductor
Four Phase Systems	TRW Vidar
General Electric	Underwriters Laboratories
GTE Lenkert/GTE Sylvania	United Technologies
Hewlett-Packard	U.S. Government
IBM	Varian Associates
Information Storage Systems	Verbatim
Intel	Versatec
Intersil	Watkins-Johnson
Kaiser Electronics	Wells Fargo
Lockheed Missiles & Space	Western Electric
Memorex	Westinghouse
Mirassou Vineyards	

WHAT SANTA CLARA MBA GRADUATES SAY

"My Santa Clara MBA was the key that unlocked the door to general management. It allowed me to move from being an engineer into marketing, strategic planning, finance, and information systems. With this have come the financial rewards and personal satisfaction of becoming part of the senior management team."

Charles C. Tucker, B.M.E., MBA (1968), Santa Clara; Senior Vice President, First Interstate Services, Torrance, California.

"Because the majority of Santa Clara MBA students are already employed in the business environment, they temper the academic orientation with a valuable practical perspective."

Elaine Erickson, B.A., University of British Columbia; MBA (1981), Santa Clara; Accountant, Arthur Andersen and Co., San Jose, California

"The Program is thorough, current, and technically excellent. It has been a very important factor in reaching my career goals. I have obtained the academic background required to advance quickly through the financial management ranks."

Thomas Archer, B.S.C., MBA (1976), Santa Clara; Chief Financial Officer, Senior Vice President, M.B. Associates, San Ramon, California

"My basic engineering training did not qualify me to prepare budgets, cash flow statements, or deal with bankers. My courses at Santa Clara helped me to build an idea into my multi-million dollar business."

Jess Kanarek, B.E.E., Brooklyn Polytechnic Institute; MBA (1972), Santa Clara; President, WESCORP/DAL Industries, Inc., Mountain View, California

"A total technical academic education does not adequately prepare an individual for a role in business management. I have found the MBA Program at Santa Clara University to be a major assistance in filling this void."

Jerome Raffel, B.S.M.E., University of Illinois; MBA (1962), Santa Clara; Senior Vice President, Operations, Measurex Corporation, Cupertino, California

"The curriculum lays a solid foundation for long-term career growth by providing skills and experience in all aspects of business-related decision making."

Arthur F. Kluge, B.A., Park College; M.S., Ph.D., University of Massachusetts; MBA (1977), Santa Clara; Principal Scientist, Syntex Corporation, Palo Alto, California

3

Admissions

GENERAL REQUIREMENTS

Applicants for admission to the MBA Program must have completed a baccalaureate degree from an accredited college or university before registering in the Leavey School of Business and Administration. No specific pre-business courses are required.

COMPLETING AN APPLICATION FILE

Entering students are admitted each quarter, including summer. Application forms and instructions are available from the MBA Admissions Committee. The applicant must complete and submit all items requested in the MBA Application Package. These include:

1. Two copies of the Application Form
2. Two confidential Letters of Recommendation Forms
3. Two official transcripts from each institution attended
4. GMAT score
5. TOEFL score (if applicable)
6. A \$25 application fee (\$31 for international students)

Applicants must have their official GMAT score reports sent directly to the MBA Admissions Committee. GMAT applications are available from the MBA Admissions Committee or from the Educational Testing Service, Box 966, Princeton, NJ 08541.

Applicants whose first language is not English must take the TOEFL and request that scores be sent directly to the MBA Admissions Committee. A minimum TOEFL score of 550 is required. Foreign applicants requesting student visas must submit a financial statement showing adequate funds for tuition, fees, and living expenses for the entire program. In order to be issued Immigration Form I-20, an applicant must be accepted as a full-time student taking at least 9 units per quarter.

All application materials must be assembled and submitted (except GMAT and TOEFL scores) in one package. This allows you greater control over your Admission Package and reduces the chance of materials being lost or delayed. Applications will not be considered until all materials are received.

Requests for the Application Package should be addressed to:

MBA Admissions Committee
Leavey School of Business and Administration
Santa Clara University
Santa Clara, CA 95053
408-554-4500

APPLICATION DEADLINES

Admissions decisions are made on a rolling basis. Applicants may be admitted to begin in the fall, winter, or spring quarter, or for the summer session. The complete application package should be received as early as possible, preferably ten weeks prior to the date of registration for the student to be assured of a place in the desired class.

ADMISSIONS DECISION

Applicants are admitted on the basis of academic ability indicated by college records and GMAT scores, demonstrated management potential (including work experience and recommendations), and motivation to undertake a demanding academic program.

CONTINGENT ACCEPTANCE

The MBA Admissions Committee may accept a candidate contingent on the receipt of additional information, such as official notice that the baccalaureate degree has been awarded. The acceptance is canceled if the information is not received before late registration ends in the student's first term.

DEFERRING ADMISSION

Candidates admitted to the MBA Program may request permission to defer their admission to a subsequent term. These deferments are granted only if there is space available in the class, if the candidate's record merits the deferment, and if the student notifies the Admissions Committee at least two weeks prior to the candidate's initial registration date. Candidates will be given a deferment of up to two terms beyond that for which they were originally accepted. Otherwise, they must formally reapply. Official transcripts of work taken in the interim must be submitted for review prior to the first quarter of enrollment.

REQUEST FOR RECONSIDERATION

Applicants who are denied admission may request reconsideration by submitting additional information (e.g., new GMAT scores, additional recommendations, etc.) and a \$20.00 reconsideration fee.

4

Financial Information

TUITION AND FEES

Registration fee \$5.00

This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.

Tuition, per quarter unit
(most classes: 3 units) \$176.00

MBA Student Association membership dues
(optional: quarterly) 4.00

All charges are due and payable no later than the day of registration. Remittances should be made payable to Santa Clara University. Information regarding periodic statement of account or payment should be directed to the Office of Student Accounts.

Students who have unpaid bills at the University or who defer payment without signed approval are subject to dismissal from the University and, as long as such payments remain unpaid, may not receive transcripts of credit or any diploma.

There are several tuition plans administered by outside financing agencies that are available. Those who plan to avail themselves of one of these plans should request information from the Office of Student Accounts at least three months prior to registration.

OTHER FEES

Application charge \$25.00
This charge is to be sent with each application form and is not refundable.

Late registration fee 10.00

Diploma and graduation fee 30.00
Payable in quarter in which degree is granted

Transcript of grades (rush process) fee 7.50

Deferment service fee 25.00

Returned check fee	10.00
Charge card returned item fee (returned unpaid from your VISA or MasterCard agency)	5.00
Leveling examination fee, per examination	25.00
Application reconsideration charge	20.00

REFUNDS

The date on which written notification of withdrawal is received by the MBA office will be the effective date on which any refund of tuition will be determined, not the last date of attendance by the student.

A student withdrawing before the second meeting of a class will receive a full refund of tuition, minus a \$10.00 registration cancellation fee for each class canceled. A student withdrawing after the second but prior to the third meeting of a class will receive a refund of two-thirds of tuition. A student withdrawing prior to the sixth meeting will receive a refund of one-half of tuition. No refund of tuition will be made after that time. Appeals for special consideration should be addressed to the MBA Petitions Committee and forwarded to the MBA Office. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

Refund checks for approved graduate course withdrawal are issued by the Office of Student Accounts (554-4412). This disbursement is obtained by contacting that office.

All fees, charges, and refund schedules stated in this Bulletin are subject to change without prior notice.

FINANCIAL AID

Financial assistance for MBA students is available from the School of Business and Administration and the Office of Financial Aids (554-4505). Scholarships and grants are administered primarily by the Leavey School of Business and Administration. Loans and College Work Study are administered by the Office of Financial Aids.

Students need not be admitted to the University before making an application for financial aid. However, no offer of assistance will be made before a student is admitted.

Scholarships

Financial assistance is available to graduate business students who have strong academic records and evidence of financial need. Most grants cover partial tuition only and include providing the School assistance with registration, administration, or research tasks. Detailed information and application forms can be obtained from the Office of Financial Aids.

The School also administers the Woelffel Fund, which provides assistance to MBA students who have overcome major personal and family obstacles to success and who require assistance to complete the MBA Program.

Loans

Since scholarships and grants are limited, students often seek loans to help meet educational costs. MBA students may qualify on the same basis as other students at the University through the Office of Financial Aids. Among those available are National Direct Student Loans, Guaranteed Student Loans, and PLUS loans. Further information is available from the Office of Financial Aids. Since NDSLs are limited, students will find it beneficial to begin the process of securing a Guaranteed Student Loan as soon as possible.

College Work-Study Program

MBA students may qualify on the same basis as other students at the University. Further information is available from the Office of Financial Aids.

Veterans and Veterans' Dependents Assistance

Santa Clara University is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans); Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100 percent disabled, widow of any person who died in the service or died of a service-connected disability, or the wife of a veteran with a 100 percent service-connected disability); and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Officer in their locality to determine eligibility for benefits.

The state of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, California 94102.

Information regarding these programs may be obtained from the University of Santa Clara veterans' counselor located in the Registrar's Office.

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Academic Information

PLACEMENT

The MBA Placement Coordinator in the Career Development and Placement Center assists students and alumni of the Leavey School of Business and Administration with career preparation and professional placement appropriate to their academic training, employment experience, and career goals.

Career seminars and company presentations bring professionals from Bay Area firms and industries to speak on career paths, functional areas, industries, and career opportunities.

Workshops are conducted regularly on resume writing, interviewing techniques, and the job search.

Career counseling is available to students who are undecided about their career goals, interested in changing careers, or interested in discussing their employment search strategies. In addition, the office sponsors a six-week Career Planning course during the academic year.

The *MBA UPDATE*, a weekly newsletter, is distributed to MBA students and faculty of the Leavey School of Business and Administration. This newsletter provides information on jobs, special programs, workshops, and other topics.

Full-time, part-time, and summer jobs are listed continuously with the Career Development and Placement Center. Students seeking a change in careers or new employment are encouraged to check these listings.

Each year many national, regional, and local companies and organizations interview on campus. Students graduating in the upcoming academic year or who have completed at least 50 percent of the MBA Program are eligible to participate in campus recruitment. Campus recruitment occurs primarily between October and December and between January and March.

The Career Development and Placement Center also has resource materials to research career fields and prospective employers. The Reference Library contains company literature and annual reports on local and national firms and organizations. The Career Resource Center houses extensive current career information, company directories, and job search books.

STUDENT RECORDS

The University policy relating to student records complies with the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment). Accordingly, the University may release "directory information" to any person on request, unless a student requests in writing that "directory information" be held private. "Directory information" is designated as:

1. Student's name
2. Sex
3. Address (campus, local and/or permanent)
4. Telephone number
5. Date and place of birth
6. Major field of study, classification, dates of attendance, degrees, and honors received
7. Most recent previous educational institution attended
8. Participation in officially recognized activities, including intercollegiate athletics
9. Name, weight, and height of participants on intercollegiate athletic teams

During fall registration and during the academic year students may request in writing, through the Office of the Vice President for Student Services, that "directory information" be held private. Once filed, the request remains in effect only for the remainder of that academic year.

Certain types of records are excluded by law from inspection, specifically those created or maintained by a physician, psychiatrist, or psychologist in connection with the treatment or counseling of a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded by law from inspection. Third parties shall not have access to education records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

Students may inspect their records at the following locations:

- Official academic records, including application forms, admissions transcripts, letters of acceptance and a student's permanent Academic Record are on file and maintained in the Registrar's Office.
- Working academic files are also maintained by the deans in their respective offices.
- Records related to a student's nonacademic activities are maintained in the Office of the Vice President for Student Services.
- Records relating to a student's financial status with the University are maintained in the Office of Student Financial Services.

Student complaints regarding academic records may be directed to the dean of the college or school in which the student is enrolled or to the Registrar.

Students having questions regarding the policy on the privacy of records should contact the University Registrar (Walsh Administration Building).

ACADEMIC REGULATIONS

Academic Standing

To qualify for the MBA degree, a student must maintain an overall grade point average of 2.25 in all work taken in the Leavey School of Business and Administration. A C grade is considered a minimum passing grade in each

course. A D or F grade is considered a failing grade, and the units will not be counted toward graduation requirements.

If, at any time, a student's cumulative grade point average falls below 2.25, the student will be placed on probation. Once placed on probation in this manner, a student must raise his or her cumulative grade point average to the 2.25 level in the next term of attendance. Otherwise, he or she will be disqualified from the MBA Program.

Residency Requirements

The maximum amount of time a student may remain in the MBA Program without completing the degree requirements is six years, including leaves of absence.

Incompletes

A student may receive an incomplete (I) if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter (not including the summer session) whether or not the student is registered during that quarter.

Withdrawals

Students may withdraw from courses two weeks prior to the date on which final examinations begin without faculty approval. After that date, the student must get written approval from the instructor. A student withdrawing before the second meeting of a class will receive a full refund of tuition minus a \$10.00 registration cancellation fee. Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition for that course. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition for that course. No refunds of tuition will be made after that time.

When a student withdraws from the University or from a course, a petition form must be submitted to the MBA Office of the Leavey School of Business and Administration.

Withdrawal from the University is not officially complete until the student clears all financial obligations with the Office of Student Accounts. Students on deferments or National Direct Student Loans must also clear their financial obligations with the Office of Credit and Collections. Refund checks for approved graduate course withdrawal are issued by the Office of Student Accounts. This disbursement is requested by contacting that office. Allow at least two weeks after the add/drop period for processing. (See "Refunds," page 22.)

Leaves of Absence

A leave of absence will be granted only for a specified period of time and normally not beyond one year. If the approved period for the leave of absence is exceeded and the MBA Office is not contacted to request an extension, the

student must reapply to the program and will be considered for readmission as a new applicant.

Readmittance

All students who do not register during any quarter of the academic year will be placed on the inactive list unless they are given leaves of absence. When a student is placed on the inactive list, an Application for Admission accompanied by a reapplication fee of \$25.00 must be submitted. The student will then be considered for readmission on the same basis as a new applicant. The applicant will also be required to fulfill any additional requirements that the faculty may adopt during the interim period between registrations.

If the student has attended another school, all transcripts must be sent to the MBA Admissions Committee, Leavey School of Business and Administration, Santa Clara University, Santa Clara, California 95053. All course work taken in the interim must be satisfactorily completed and the student must be in good standing in order to be considered for readmission.

Concurrent Enrollment

A student in the MBA Program generally will not be allowed concurrent enrollment in Santa Clara University's other academic programs or at any other university. Two exceptions are the J.D./MBA combined program and courses taken elsewhere to obtain college algebra proficiency. Other exceptions require prior approval of the MBA Petitions Committee.

Student Petitions and Grievances

Requests for exceptions to Leavey School of Business and Administration policies must be made in writing and submitted to the MBA Office. Student grievances regarding courses and policies should be directed to the Director of Graduate Education, 227 Kenna Hall.

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MBA Curriculum

The MBA curriculum is designed to provide each student with depth in the functional areas of business—accounting, economics, finance, management, marketing, and decision and information sciences. Depending on prior academic work, a student must complete from 14 to 23 courses to receive the MBA. The courses are shown in Chart I.

PREREQUISITES

Students are responsible for assuring that they have all the prerequisites for a given course before registering. Prerequisites for each course are listed in the appropriate course descriptions in this bulletin, with the exception of courses taken as electives, which require completion of all of the Tool Courses as prerequisites. Students registering for courses without the necessary prerequisites at the time of registration will receive no credit or waiver for the course completed, regardless of their grade, and will be granted no tuition refund.

ELECTIVES

Students are required to take four electives (12 units). Any course offered in conjunction with the MBA Program with the exception of those otherwise required or waived is considered an elective. A student may not register for Elective Courses until all of the Tool Courses have been completed or waived unless special permission is granted. ***No more than three of the four electives can be taken in any one department.*** Two elective courses focusing on operations and strategy in high-technology firms are also offered.

Students who have previously completed graduate courses that are acceptable to the MBA Petitions Committee may be granted up to 6 units of elective credit.

A student may elect to register for Independent Study to fulfill an elective requirement. Only one Independent Study is permitted during the program. To apply for permission to do an Independent Study, the student should prepare a complete proposal well in advance of the quarter in which he/she wishes to register for the study. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the study. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the MBA Office before registration.

I. CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS	PREREQUISITES
Waivable Tool Courses	71.293	Mathematical Analysis	3	College algebra proficiency
	13.232	Analysis of Economic Conditions I	3	College algebra proficiency
	70.216	Financial Accounting	3	
	70.217	Managerial Accounting	3	70.216
	71.200	Statistical Methods	4	71.293
	71.201	Decision Science	3	71.293 & 71.200
	71.295	Introduction to Computers	3	College algebra proficiency
	73.260	Organization and Management	3	
Required Courses Core	73.265	Legal, Social, Political Environment	3	
	71.208	Production Management	3	71.200 & 71.201
	72.280	Marketing Management I	3	71.200 & 70.216
	74.245	Financial Management I	3	71.200 & 70.216
	13.231	Economic Analysis for Business Decisions I	3	71.293
	71.207	Management Information Systems	3	71.295
	One of the following two:			
	72.282	Marketing Management II	3	72.280
	72.291	Industrial Marketing	3	72.280
	73.268	Organizational Behavior	3	73.260
	74.246	Financial Management II	3	74.245
	Any one of the following five:			
	72.278	International Marketing	3	72.280
	73.270	International Management	3	73.268
	74.251	International Monetary and Financial Relations	3	74.245
	74.254	International Financial Management	3	74.245
	13.242	International Economics	3	13.231 & 13.232
Electives	Any four courses offered in conjunction with the MBA Program with the exception of those otherwise required or waived		12	Completion of all Tool Courses and required prerequisites
Capstone	73.266	Business Policy	3	71.208, 74.246, completion of the Marketing Core, and student must be in final two quarters of attendance

CAPSTONE COURSE

A Capstone Course is required of every MBA student. Most students take Business Policy (73.266) as their Capstone Course.

In very rare instances students may substitute a Master's thesis for the Capstone Course. To meet the business policy emphasis, theses ordinarily should focus on business strategy issues in an integrative way, drawing on various business fields.

To apply for permission to do a thesis, students should prepare a complete proposal well in advance of the quarter in which they wish to register for the thesis. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the thesis. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. A signed copy of the proposal must be on file in the MBA Office before registration.

CONCENTRATION IN ACCOUNTING

The objectives of the MBA Program with a Concentration in Accounting are to prepare candidates for careers as managers and to provide them with basic conceptual knowledge of accounting and an appreciation for the nature, limitation, interpretations, and uses of financial information, which will serve as foundations for accounting career development in a wide variety of organizations.

The following courses in the accounting discipline are required for the Concentration in Accounting within the MBA Program:

- 71.207 Management Information Systems
(included in the MBA core requirement)
- 70.218 Managerial Cost Accounting
- 70.219 Corporate Accounting I
- 70.220 Corporate Accounting II
- 70.223 Taxation I
- 70.225 Seminar in Financial Accounting Theory
- 70.231 Auditing I

Students preparing for careers in public accounting should also take the following courses:

- 70.221 Specialized Financial Reporting Problems
- 70.224 Taxation II
- 70.226 Selected Topics in Financial Accounting Theory

Students electing the Concentration in Accounting must declare their interest at registration. Upon completion of all degree and accounting requirements, students will receive the MBA degree and the Concentration in Accounting will be designated on their transcripts.

COURSE WAIVERS

The Petitions Committee, in consultation with department chairs, makes an assessment of the candidate's previous academic record and informs the candidate of this evaluation in the acceptance letter. The equivalency rules used in this and all subsequent evaluations are summarized in Chart II pages 32–33. This initial evaluation may be challenged by the student through a written petition accompanied by documentation, e.g., course syllabi, catalogs, lists of required texts, etc., or by passing the appropriate Leveling Examination. A grade of B or better in all courses is required. Relevant courses must have been completed within six years prior to acceptance in the MBA Program.

Petitions for course waivers must be filed no later than five weeks before the beginning of the student's third term in residence. The Committee's ruling is final unless new information is made available. Thus, by the beginning of the student's third term in residence, the student will have an approved program of study. Conditions for waivers vary for each category of courses, as explained below.

Waivers of Tool Courses

Any of the Tool Courses may be waived for those students with equivalent academic work completed in the last six years with a grade of B or better or who pass the corresponding Leveling Examination.

Leveling Examinations are administered on a scheduled date before the beginning of each term. A student may take the Leveling Examination for a given course only once. Students will not be permitted to retake an examination. Leveling Examinations must be completed before the student's third term in residence.

Students with college algebra proficiency, as determined by the Petitions Committee or Leveling Examination, are required to take Mathematical Analysis (71.293). Those deemed not proficient in algebra must complete this requirement prior to the third quarter in residence, or they will be withdrawn from the MBA Program until they complete this requirement. They can demonstrate proficiency by completing, with a grade of B or better, an acceptable course at another university or community college or by passing the College Algebra Leveling Examination. After demonstrating algebra proficiency, students will be required to complete 71.293.

Waivers of Required Courses

Required courses cannot be waived but students with academic backgrounds judged by the MBA Petitions Committee to be equivalent to any one or more of the required courses will be permitted to **substitute** other MBA courses. Regulations on substitutions are presented in the Equivalency Rules on pages 32–33.

II. EQUIVALENCY RULES

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS:	THEN THE STUDENT MAY:
Prerequisite to 71.293	College algebra proficiency	an equivalent of 3 or more quarter units in college algebra or passes the Algebra Leveling Examination	Enroll in 71.293
Waivable Tool Courses	71.293 Mathematical Analysis	an equivalent of 3 or more quarter units in a course with substantive coverage of both differential and integral calculus or passes the Calculus Leveling Examination	Waive 71.293
	13.232 Analysis of Economic Conditions I	an equivalent of one course in intermediate level macroeconomics	Waive 13.232
	70.216 Financial Accounting	completed the full sequence of Accounting (minimum 6 quarter units) or passes the Financial Accounting Leveling Examination	Waive 70.216
	70.217 Managerial Accounting	completed one course in Managerial Accounting and one course in Cost Accounting (minimum of 6 quarter units beyond Principles course(s) or passes the Managerial Accounting Leveling Examination	Waive 70.217
	71.200 Statistical Methods	completed two courses (minimum of 6 quarter units) in statistics with substantive coverage of inferential statistics, regression, and ANOVA or passes the Statistical Methods Leveling Examination	Waive 71.200
	71.201 Decision Science	completed one course in Management Science (minimum of 3 quarter units) with substantive coverage of the same topics in 71.201 or passes the Decision Science Leveling Examination	Waive 71.201
	71.295 Introduction to Computers	completed course work with substantive coverage of computer hardware and software concepts and either BASIC or FORTRAN or passes the Computer Concepts Leveling Examination	Waive 71.295
	73.260 Organization and Management	completed one course (minimum of 3 quarter units) with substantive coverage of Organization Theory or passes the Management Leveling Examination	Waive 73.260
	73.265 Legal, Social, Political Environment	completed one course (minimum of 3 quarter units) in the Legal, Social, Political Environment of Business (a course or courses in Business Law is not acceptable), or passes the Leveling Examination	Waive 73.265

Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA Program.

II. EQUIVALENCY RULES (cont.)

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS:	THEN THE STUDENT IS REQUIRED TO:
Required Courses	71.208 Production Management	completed two courses in Production Management (minimum of 6 quarter units)	Substitute 71.209 for 71.208
	72.280 Marketing Management I	completed two courses in Marketing Management (minimum of 6 quarter units)	Substitute an advanced Marketing course for 72.280
	74.245 Financial Management I	completed two courses in Financial Management (minimum of 6 quarter units)	Substitute an advanced Finance course for 74.245
	13.231 Economic Analysis	completed one intermediate level microeconomics course and one other upper division economics course	Substitute 13.237 or take 13.231
	71.207 MIS	an undergraduate degree with a major in MIS or computer science and a g.p.a. of 3.0/4.0 in major	Substitute an advanced Decision and Information Sciences course for 71.207
	72.282 Marketing Management II	an undergraduate degree from an AACSB-accredited program with a major in Marketing and a g.p.a. of 3.0/4.0 in major	Substitute an advanced Marketing course (not including 72.282 or 72.291) for Marketing Core
	73.268 Organizational Management Behavior	an undergraduate degree from an AACSB-accredited program with a major in Management and a g.p.a. of 3.0/4.0 in major	Substitute an advanced Management course for 73.268
	74.246 Financial Management II	an undergraduate degree from an AACSB-accredited program with a major in Finance and a g.p.a. of 3.0/4.0 in major	Substitute an advanced Finance course for 74.246
Electives	International Business	an undergraduate degree from an AACSB-accredited program with a major in International Business and a g.p.a. of 3.0/4.0 in major	Substitute an elective (not including 13.242, 72.278, 73.270, 74.251, or 74.254) for the International Business Core
	Electives	graduate credit in an acceptable program equivalent to one or more graduate electives (up to a total of 6 units)	Petition for graduate credit
Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA Program.			

GRADUATE TRANSFER CREDIT

Besides waiving any Tool Course, up to six quarter units or four semester units of graduate credit from an accredited college or university may be transferred for either required or elective courses if the course:

1. was open to graduate students only;
2. was taken by the student as a regularly matriculated graduate student;
3. was completed by the student with the equivalent of a B or better;
4. was awarded graduate credit;
5. was completed within six years of acceptance into the MBA Program; and
6. is considered by the Petitions Committee to be functionally equivalent to a course or combination of courses offered by Santa Clara University's MBA Program.

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MBA Program in Agribusiness

The Leavey School of Business and Administration also offers an MBA Program in Agribusiness. One of the few such programs in the nation, this program is designed for those who are planning a career in the management of agriculture and associated industries.

The primary function of the program is to provide a solid foundation in all major areas of administration with special emphasis on topics that are particularly important in the agricultural sector. However, time also is provided to develop special competence in an area of each person's choosing, including such specialties as production management, marketing, finance, international agriculture, and commodity trading.

Students who enter the program with sufficient academic background and experience typically complete requirements for the MBA degree in five to six quarters.

ADMISSION

To be admitted to the Agribusiness Program, the student must follow the same procedures specified in the general MBA Program section of this bulletin.

All applications and correspondence on admission should be directed to:

Director
Institute of Agribusiness
Leavey School of Business and Administration
Santa Clara University
Santa Clara, California 95053
Telephone: (408) 554-4086

CURRICULUM

The curriculum consists of three parts: courses in the six basic areas of administration, agribusiness courses, and electives. The electives can be chosen from a wide range of offerings in the Leavey School of Business and Administration. Emphasis early in the program tends to be on the basic courses, which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that students begin to relate the basic material to their own professional interest. There is an agribusiness Capstone Course that integrates the course work.

Besides regularly scheduled classes, students have the opportunity to participate in independent research, summer internship, field trips, and research conducted by the faculty.

The courses for the MBA in Agribusiness are shown on Chart III. These courses are subject to the equivalency rules that appear on Chart II on pages 32–33.

III. AGRIBUSINESS CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS
Waivable Tool Courses	71.200	Statistical Methods	4
	71.201	Decision Science	3
	71.293	Mathematical Analysis	3
	71.295	Introduction to Computers	3
	70.216	Financial Accounting	3
	70.217	Managerial Accounting	3
	13.232	Analysis of Economic Conditions I	3
	73.260	Organization and Management	3
	75.330*	Environment of the Agribusiness Firm	3
Required Courses	71.207	Management Information Systems	3
	72.280	Marketing Management I	3
	74.245	Financial Management I	3
	75.361*	Agribusiness Production Management	3
	75.370*	Agribusiness Finance	3
	75.383*	Commodities and Risk Management	3
	13.231	Economic Analysis for Business Decisions I	3
Marketing Core	One of the following two:		
	75.380*	Agribusiness Marketing	3
	75.381*	International Agribusiness Marketing and Development	3
Inter-national Core	Any one of the following five:		
	72.278	International Marketing	3
	73.270	International Management	3
	74.251	International Monetary and Financial Relations	3
	74.254	International Financial Management	3
	13.242	International Economics	3
Electives	Any four electives; only one can be an Agribusiness course		12
Capstone	75.371*	Managing the Agribusiness Enterprise	3

*Indicates Agribusiness offering

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J.D.-MBA Combined Degree Program

The J.D.-MBA Combined Degree Program* is designed to permit the student interested in obtaining both the J.D. degree and the MBA degree to complete both degrees in less time than if both degrees were earned independently outside the program. This saving can be accomplished because certain course work taken at the School of Law can be transferred for credit toward the MBA degree and conversely certain course work taken at the Leavey School of Business and Administration can be transferred toward the J.D. degree.**

ADMISSION

To participate in the J.D.-MBA Program, students must first be admitted to the School of Law. During the first year of the J.D. Program, students complete applications for the MBA Program, following the regular MBA admissions procedures including taking the GMAT.

GENERAL REQUIREMENTS

While enrolled in the program, the student must:

1. Maintain a satisfactory grade average in each school
2. Satisfy the academic requirements of each school
3. Complete the same number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees, including all courses required by each school
4. Work out a specific individualized academic program with, and approved by, both the School of Law J.D.-MBA Program Adviser and the Leavey School of Business and Administration J.D.-MBA Program Adviser

COMBINED CURRICULUM

In connection with the approval of any such individualized academic program, permission may be granted to count certain specified courses for credit toward both degrees. For example, such courses might include Business Organ-

* Students who withdraw from the J.D. Program will not be granted transfer credit toward the MBA degree for courses taken in the School of Law.

** No more than two courses taken at other accredited law schools may be accepted for holders of a J.D. degree.

izations, Securities, Regulations, and Advanced Corporation and Labor Law in the School of Law; Accounting 216 and 217, Economics 231 and 232, and Finance 245 and 246 in the Leavey School of Business and Administration. However, in no event shall any such individualized academic program contain more than 12 quarter units at the Leavey School of Business and Administration for which credit is also obtained at the School of Law, or more than 8 semester units at the School of Law for which credit is also obtained at the Leavey School of Business and Administration. (Three quarter units at the Leavey School of Business and Administration would count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law would count as 3 quarter units at the Leavey School of Business and Administration.)

Under a typical schedule, the student would complete the program and receive both degrees in 3½ or 4 years. The first year would be spent exclusively in the School of Law. Thereafter, work would be taken concurrently in the Leavey School of Business and Administration and the School of Law.

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Executive Development Center

The Executive Development Center in the Leavey School of Business and Administration provides excellent opportunities for continuing education in business management. Each year more than 1,000 managers and executives participate in one or more of the approximately 30 educational events conducted by the Executive Development Center. Programs offered by the center include:

- Executive Seminars in Corporate Excellence
- General Management Seminars
- Economics Symposium and Forum
- Getting Extraordinary Things Done in Organizations
- Managing for Excellence
- The American Electronics Association-Santa Clara University Management Development Program

In addition to public seminars and workshops, the Executive Development Center conducts in-house programs for local companies based on their special needs. It also performs an annual survey of Executive Challenges and is engaged in leadership research.

The Executive Development Center takes great care to provide quality management education in keeping with the tradition of excellence at Santa Clara University. Widely considered an innovator in the field of executive education, the center has pioneered a unique collaboration between local business leaders and forward-looking educators.

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Business Student Organizations

Beta Gamma Sigma

Delta Chapter of California is a professional business honor society to encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are selected on the basis of high scholarship and good moral character.

Finance Club

Santa Clara University Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government, and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance.

MBA Association

The MBA Association is run by and for MBA students. The objectives of the Association are to foster the study of business and to encourage social interaction among MBA students. To accomplish these objectives, the Association sponsors guest lecturers and finals parties throughout the academic year. This group also functions as a vehicle to relay student concerns, suggestions, and ideas to the University and the Leavey School of Business and Administration.

Women in Management

A standing committee of the MBA Association, Women in Management is concerned with the unique problems faced by women managers. The primary activity of the group is to sponsor programs with speakers, panel discussions, and networking activities. Women in Management events are open to all students.

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Course Descriptions

DEPARTMENT OF ACCOUNTING

Professors: Charles F. Louie (*Chair*)

Associate Professors: Marlynn K. Bohman, Paul L. Locatelli, S.J., James F. Sepe

Assistant Professors: Janice Bell, Jane Ou, Neal L. Ushman

**70.216. Financial Accounting
(3 units)**

An analysis of the accounting principles, conventions, and concepts underlying the preparation of financial reports for investors. Asset and liability measurement conventions and their related impact on the measurement of the income of a business entity are emphasized. No prior accounting background is assumed.

**70.217. Managerial Accounting
(3 units)**

An analysis of accounting data and data collection methods used for management planning, control, and decision making. Profit planning, internal performance reporting, and the uses of accounting information for routine and nonroutine decision making are emphasized. *Prerequisite:* 70.216.

**70.218. Managerial Cost Accounting
(3 units)**

An intensive analysis of cost accounting including job-order, process, and standard cost systems, joint and by-product accounting, and variable costing. Advanced analysis of budgeting and relevant cost and revenue data for management planning, control, and decision making. Designed for students planning to pursue careers in professional and corporate accounting. *Prerequisite:* 70.217.

**70.219. Corporate Accounting I
(3 units)**

An intensive study of the principles, conventions, and standards governing corporate asset accounting. Current pronouncements of accounting rule-making bodies dealing with asset accounting will be studied and evaluated in the context of the objectives of financial reporting. *Prerequisite:* 70.217.

**70.220. Corporate Accounting II
(3 units)**

An intensive study of the principles, conventions, and standards governing the accounting for liabilities and stockholders' equity. Other topics covered include the reporting of earnings, reports of financing and investment activities, and the impact of inflation on conventional accounting reports. *Prerequisite:* 70.217.

**70.221. Specialized Financial
Reporting Problems
(3 units)**

An analysis of partnership accounting and installment and consignment sales. Heavy emphasis on business combinations and consolidated financial statements. An overview of governmental accounting and accounting for not-for-profit enterprises. *Prerequisite:* 70.217.

70.223. Taxation I (3 units)

An analysis of the Federal Income Tax with primary emphasis on the taxation of individuals. Topics covered include the definitions of gross income, inclusions and exclusions; business and nonbusiness deductions; adjusted gross income and taxable income; and capital assets and capital gains and losses. *Prerequisite:* 70.217.

70.224. Taxation II (3 units)

An analysis of the Federal Income Tax as applied to distributive shares of partnership income and the application of the tax laws to corporations. Income tax considerations influencing the choice on form of business organization, partnership vs. corporate form, and subchapter "S" treatment of small corporations will also be analyzed. *Prerequisite:* 70.223.

70.225. Seminar in Financial Accounting Theory (3 units)

Topics covered include the historical development of accounting principles and accounting thought, deductive normative models of accounting, recent developments in empirical research, and the role of accounting information in prediction and decision-making models. The role of research in accounting policy decisions of rule-making bodies will also be discussed. *Prerequisite:* 70.217. Required for students electing a concentration in accounting.

70.226. Selected Topics in Financial Accounting Theory (3 units)

A critical analysis of current accounting conventions and standards. Current pronouncements on generally accepted accounting principles will be analyzed in the context of financial reporting objectives. *Prerequisite:* 70.225.

70.227. Planning, Budgeting, and Control I (3 units)

The concepts and applications of planning for the revenues of a firm. Emphasis is placed on various tools for forecasting industry sales and the resulting firm's share. In addition, the general budget model of a firm is developed, which quantifies the effect that forecasted sales have on various segments of business. *Prerequisite:* 70.218.

70.228. Planning, Budgeting, and Control II (3 units)

A detailed examination of the accounting information system and its relationship to the firm's general budget model. Emphasis is placed on the information system and the use of the general budget model for budgeting and controlling the firm's operations. *Prerequisite:* 70.218.

70.231. Auditing I (3 units)

An introduction to the auditor's professional role in American society. Examines the auditing procedures used to accumulate evidence to support an independent opinion on the fairness of management's financial statements. *Prerequisite:* 70.218. Recommended: 70.219, 70.220.

70.232. Auditing II (3 units)

A continuation of 70.231, including detailed examination of concepts of testing, evidence, internal control and analysis of client systems. *Prerequisite:* 70.231 or an undergraduate course in Auditing.

70.298. Independent Study**70.299. Master's Thesis**

DEPARTMENT OF DECISION AND INFORMATION SCIENCES

Professors: Chaiho Kim (*Chair*), Steven Nahmias

Associate Professors: Stephen A. Smith, Zybněk L. Vancura

Assistant Professors: Charles D. Feinstein, Manoochehr Ghiassi,

Hugo Moortgat

Joseph S. Alemany Professor: Chaiho Kim

71.200. Statistical Methods (4 units)

Introduction to probability and statistical analysis emphasizing applications to managerial decision problems. Topics include probability theory, sampling techniques, statistical estimation and hypothesis testing, simple and multiple regression analysis, analysis of variance, contingency table analysis, goodness-of-fit, and non-parametric statistics. *Prerequisite:* 71.293.

71.201. Decision Science (3 units)

Introduction to the use of mathematical models for managerial decisions. The course will focus on applications of common modeling approaches—such as linear programming, decision analysis, and queuing—to business problems. Formulation of mathematical models, solution techniques, and the interpretation of solutions will be covered. The course will include practical experience in solving mathematical models on the University computer systems and specific case study applications at the discretion of the instructor. *Prerequisites:* 71.293, 71.200.

71.202. Decision Analysis (3 units)

This course will explore how decision analysis may be used to tackle complex decision problems facing business, nonprofit, and public enterprises. The purpose of decision analysis is to decompose a problem into two parts: the uncertainties and the multiple conflicting objectives. This course will examine how interdependent judgmental probabilities may be used to deal with the uncertainties and how scaling of preferences for consequences may be used to deal with conflicting objectives. The class will also review some well-known applications of decision analysis. *Prerequisites:* 71.200 and 71.201 or permission of the instructor.

71.204. Statistical Research Methods I (3 units)

Introduction to multivariate statistical analysis used in research in behavioral science, marketing, psychology, education, and sociology. This course will provide a basic understanding of multivariate regression and correlation analysis, multivariate analysis of variance, and discriminant function analysis. Extensive use will be made of SPSS and other statistical software packages. *Prerequisite:* 71.200.

71.205. Statistical Research Methods II (3 units)

This course is the continuation of Statistical Research Methods I. Topics will include canonical analysis, principal components, and factor analysis. Extensive use will be made of SPSS and other statistical software packages. *Prerequisite:* 71.204 or equivalent.

71.206. Computer Simulation Modeling (3 units)

This course will examine how computer simulation can be used for the design and operation of complex processes or systems. The methodological topics to be covered include design, validation, operating procedures, and analysis of results of computer simulation experiments. The examples of the applications of computer simulations to be studied through the course include different types of scheduling, such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and the manufacturing processing design. *Prerequisite:* 71.200, 71.295.

71.207. Management Information Systems (3 units)

The conceptual background and structure of computer-based information systems. Both the theory and practice of informa-

tion systems will be covered in detail. Topics include modern data processing technology and its applications, information structure, systems concepts, systems analysis and evaluation, and managerial and technological considerations of information systems. *Prerequisite: 71.295 or equivalent.*

**71.208. Production Management
(3 units)**

A survey of problems and techniques of analysis related to the production of goods and services. Problem areas considered include facility location and layout, demand forecasting, production planning and scheduling, distribution systems, inventory control and material requirement planning, project management, and quality control. The problems are analyzed through the uses of statistical analysis, decision science techniques, and intuitive and heuristic rules. Some cases are used to facilitate class discussions and to emphasize an integrated approach to decision making. *Prerequisites: 71.200, 71.201.*

**71.209. Advanced Production
Management (3 units)**

This course will explore in some depth two or three areas of Production Management. Topics may be selected from the following areas: inventory control, aggregate planning and master scheduling, materials requirement planning, job shop scheduling and assembly line balancing, facility location and layout, quality control, and forecasting methods. *Prerequisite: 71.208.*

**70.210. Seminar in Manufacturing
Management (3 units)**

This course will explore in depth an important contemporary issue in manufacturing management. Selection of the topic for the seminar will be announced to the students before registration. *Prerequisites: 71.200, 71.201, 71.208, or equivalent.*

**71.212. Operations Research
(3 units)**

This course will explore in great depth one or possibly two important topics in the areas of Management Science and Operations Research. The topics selected will depend on the mutual interests of the stu-

dents and the instructor. Some of the topics that may be selected for study are the network optimization, integer and combinatorial programming, nonlinear programming, stochastic programming, Markov chains, optimization for large systems, inventory theories, queuing theories, and the game and competitive bidding theories. *Prerequisites: 71.200, 71.201, or equivalent.*

**71.214. Office Information Systems
(3 units)**

An introduction to the management and design of office information systems. Topics include general techniques for selecting and evaluating office information systems, such as work flow analysis, load balancing and throughput models, and reliability and productivity measures. Detailed applications in terms of currently available equipment will be studied, and implementation problems and organizational issues will be surveyed. Students will also obtain practical experience in office systems through the use of the University's computer systems and interaction with local office systems companies. *Prerequisite: 71.201.*

**71.215. Forecasting Methods
(3 units)**

The objective of this course is to enable the student to (1) identify analytical methods that are likely to be successful in a given forecasting situation, and (2) evaluate the alternatives in order to select the most appropriate method consistent with data, accuracy, and cost considerations. Topics include time series analysis using moving averages, exponential smoothing, seasonal adjustment, and autoregressive models; forecasts using simple and multiple linear regression; forecasting new product growth; and techniques for evaluating and comparing alternative models. *Prerequisites: 71.200, 71.201.*

**71.293. Mathematical Analysis
(3 units)**

The general purpose of this course is to enable the student to acquire a basic background in and understanding of fundamental concepts and manipulations of differential and integral calculus. *Prerequisite: satisfactory score on Algebra Leveling Ex-*

amination or permission of Petitions Committee.

**71.295. Introduction to Computers
(3 units)**

An introduction to computers and computer programming. The students acquire an understanding of computer programming using a higher level language such as BASIC. Topics are selected from computer hardware and computer programming area. Programming topics may include structured programming, file processing, sorting, searching, subroutines, and computer graphics. *Prerequisite: Algebra proficiency.*

**71.296. Physical Data Base Design
(3 units)**

This course studies the methodology for the design of (physical) file structures to support large, single, and multiple file applications in both batch and on-line environments. The topics covered include: data

structures; file structures; file access methods; file manipulation; trade-offs among performance, complexity, processing cost, and storage cost; backup; and security. Special attention is paid to file structures to support generalized data base management systems. *Prerequisite: 71.207.*

**71.297. Data Base Management
Systems (3 units)**

A study of generalized data base management systems with special emphasis on the logical or conceptual (as opposed to physical) aspects of those systems: data models as models of the real world; the relational, network, and hierarchical data models; logical data base design; specialized languages for data base management; data base management system facilities; and data base administration. *Prerequisite: 71.207.*

71.298. Independent Study (3 units)

71.299. Master's Thesis (3 units)

DEPARTMENT OF ECONOMICS

Professors: Mario L. Belotti, William F. Donnelly, S.J.,
John M. Heineke, Thaddeus J. Whalen, Jr.

Associate Professors: Peter Chinloy, Henry G. Demmert, Alexander J. Field,
Carl Mosk, Thomas Russell, Hersh Shefrin (*Chair*)

Assistant Professors: Richard T. Coz, Laurence R. Iannaccone, Alan H. Taylor

**13.231. Economic Analysis for
Business Decisions I
(3 units)**

The purpose of this course is to provide students with an understanding of economics as it relates to the decisions they will make as managers. The course will discuss the general principles of demand, production, and costs and will relate these principles to the traditional functional areas of organization theory, finance, marketing, accounting, and production management. *Prerequisite: 71.293.*

**13.232. Analysis of Economic
Conditions I (3 units)**

The focus of this course is on the macro, or aggregative, aspects of the economy. The

course aims at developing a thorough understanding of the operations of an economic system. Particular emphasis is placed on economic forces that influence the level of income, employment, output, prices, interest rates, and economic growth. The course is especially designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze, and cope with aggregate economic phenomena. *Prerequisite: Algebra proficiency.*

**13.233. Analysis of Economic
Conditions II (3 units)**

The objective of this course is an in-depth study and analysis of selected macroeconomic topics. Emphasis will be placed on

the effects of expectations in a process of aggregate dynamic adjustment together with a presentation of the elements of growth theory and macrodynamics. *Prerequisites: 13.231, 13.232.*

13.234. *Analysis of Business and Economic Data (3 units)*

This course is designed to provide tools that are useful in extracting decision-making information from business and economic data. Emphasis is on the development of single equation linear regression models and on the role of such models in predicting future values of economic variables. Students will be asked to design a model, gather data, estimate the model, make predictions using the model, and finally develop criteria for evaluating the quality of such predictions. Statistical problems that are unique to business and economic data are also discussed. *Prerequisite: 71.200.*

13.235. *Urban Economics (3 units)*

This course is concerned with problems of the urban economy. Emphasis is on the planning function of managers of urban areas, especially with respect to location, land use, housing, and transportation. *Prerequisites: 13.231, 13.232.*

13.236. *Economics of the Public Sector (3 units)*

This course focuses on the role of government as both producer and regulator in the mixed market economy. Topics include benefit-cost analysis of public sector projects, direct government regulation of industry, antitrust policies and the regulation of competition, and the economics of government bureaucracy. *Prerequisite: 13.231 or equivalent (intermediate microeconomics).*

13.237. *Economic Analysis for Business Decisions II (3 units)*

In this course, a wide range of firm decision problems are explored under a number of assumptions concerning firm goals, market "conditions" and firm technology. The focus throughout is on using economic theory as a framework for practical business problem solving. Topics include pro-

duction capacity, run size, and experience effects; empirical models of cost; the avoidance of common pitfalls in business decision making; economic analysis of complex pricing problems; economic analysis of marketing strategies; models of business risk; internal pricing; and incentive problems in the decentralized firm. *Prerequisite: 13.231 or equivalent.*

13.238. *Econometrics (3 units)*

In this course a number of topics in modeling and prediction more specific than those discussed in Analysis of Business and Economic Data are presented. Such topics might include pooling time—series and cross-section data, errors in variables, handling missing observations, and the use of qualitative variables in predictive models. The course will be focused around that ubiquitous characteristic of business and economic models—simultaneous equation systems. As in all courses in this sequence, a crucial portion of the learning process will be student specification, estimation, and identification and testing of a simultaneous equation model. The predictive ability of estimated models will also be assessed. *Prerequisites: 13.231, 13.232, 13.234.*

13.240. *Evolution of the Modern Business Enterprise (3 units)*

This course studies the historical evolution of modern management structure and techniques and the modern business enterprise which utilizes them. It focuses on the interaction between the technologies of transportation, communication, distribution, and production on the one hand, and organizational structure and procedures on the other. Requirements for the course include a research paper focusing on a particular firm or industry. *Prerequisite: 13.231, 13.232, 73.265.*

13.241. *Money and the Economy (3 units)*

This course focuses on the financial system as a whole. Specifically, the course deals with the basic determinants of the supply of and demand for loanable funds, the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors on interest

rates, the impact of changes in interest rates, money supply, and loanable funds on the level of economic activity. The conceptual framework employed throughout the course is the flow of funds. *Prerequisite:* 13.232.

**13.242. International Economics
(3 units)**

This course will focus on the international economic environment and the relationship between public policy and international business activity. The emphasis will be on the application of principles and techniques of economic analysis to the following topics: foreign trade and the national economy, the means of international payments, foreign exchange markets, investment overseas, balance of payments effects, competition and specialization, national attempts at control, international agreements and institutions, and changing patterns of investment and trade. These topics will be treated in class lectures, discussions, and short papers on policy issues of current interest. *Prerequisites:* 13.231, 13.232.

**13.243. Industrial Organization
(3 units)**

An advanced analysis of competition and business policy, including the theory of price and nonprice competition in various market structures. Emphasis is placed on the structure, conduct, and performance of various industries. In this setting, antitrust policy and public utility regulation are studied in terms of their underlying economic rationale and their outcome in practice. *Prerequisite:* 13.231.

**13.244. Manpower Problems
(3 units)**

This course will examine the following topics: (1) the manpower implications of technological change in advanced economy; (2) the determinants of technological change; (3) the relative impacts of supply-oriented manpower programs versus aggregate demand measures in dealing with unemployment; (4) education and its economic implications, especially vis-à-vis manpower question; (5) problems of racial and sexual discrimination; and (6) poverty in its employment-related aspects. The course will build on the student's training

in macro- and microeconomic theory and quantitative methods to develop an appreciation of and some expertise in the area of human resource questions. *Prerequisites:* 13.231, 13.232.

**13.245. The Economics of Planning
(3 units)**

This course will survey the various theories and principles of economic planning adopted under diverse economic systems, with special emphasis on the developing countries of the world. Analytical formulation of growth and development goals, including optimal growth models and the problems and practices in implementing development policies will be stressed. Major topics within this framework will include: (1) an examination of quantitative techniques of planning such as input-output and mathematical programming, (2) techniques of investment decision and project selection with special emphasis on cost benefit analysis, (3) balance of payments strategies and policies, and (4) optimal fiscal and monetary policies in the development context. The course will be technique oriented and the case method will be used throughout. *Prerequisites:* 13.231, 13.232.

**13.246. Business and Economic
Forecasting (3 units)**

This course is a hands-on approach to practical forecasting requiring very little background. A variety of statistical techniques used to predict business and economic time series will be explored. These techniques, known variously as Box-Jenkins techniques, time series analysis techniques, and other designations, represent a totally different approach to forecasting than that discussed in 13.234. Students will be required to furnish a forecasting problem of interest and then provide a series of forecasting techniques that can make use of available computer programs to develop increasingly accurate "solutions" to the forecasting problem. *Prerequisites:* 13.231, 13.232.

**13.247. Energy, Natural Resources,
and the Environment
(3 units)**

This course explores the many facets of energy and environmental policy and natural

resource management. The main issues concern the appropriate rate of energy use, the environmental and foreign policy implications of energy policy, and a number of public policy questions concerning energy. Class discussion of government policy in these areas will focus on key pieces of current legislation. This legislation and its subsequent effects will be subjected to analysis and evaluation using the tools of microeconomic theory. The question of the appropriate extent of governmental intervention in energy markets will be addressed. *Prerequisite: 13.231.*

13.252. *Business Strategy and Theory of Games (3 units)*

This course deals with some general techniques for analyzing situations in which strong conflicts of interest are present. Types of situations with this characteristic are quite varied, from competitive bidding and labor negotiations to firm pricing policy in markets with strong rivals. These topics and a number of related topics that arise in situations of business conflict are discussed throughout the course. *Prerequisite: 13.231.*

13.262. *Business and the Economy (3 units)*

This course concentrates on current economic conditions and how they are likely to affect business decisions. Prevailing economic/business issues serve as the focal point of the course. The issues are addressed both at the level of the economy as a whole and the level of the firm or industry. Consequently both macroeconomic and microeconomic theoretical techniques are brought to bear on the various problems under discussion. For example, attention is given to the likely course of future prices, interest rates, and production rates in general, as well as the implications of these movements for managerial decisions within specific industries. Considerable emphasis will be placed on tracking the various statistics which describe economic performance, as these become available. *Prerequisites: 13.231, 13.232.*

13.298. *Independent Study (3 units)*

13.299. *Master's Thesis (3 units)*

DEPARTMENT OF FINANCE

Professor: Francis J. Corrigan

Associate Professors: Wayne Y. Lee (*Chair*), Meir Statman

Assistant Professors: Diana Hancock, Edward R. Omberg, Michael E. Solt

Acting Assistant Professor: Nirvalur R. Vijayaraghavan

74.245. *Financial Management I (3 units)*

This course introduces the basic concepts of valuation and the general problem of financial management, which deals with asset acquisition, financing, and the evaluation of financial performance. The techniques of financial analysis, funds flow planning and forecasting, and the impact of operating and financial decisions on risk are discussed. Additionally, the investment in and financing of short-term assets, the profitability of investment in long-term fixed assets, and the determination of required rate of return for capital investment

are examined. *Prerequisites: 70.216, 71.200.*

74.246. *Financial Management II (3 units)*

In this course the principles of capital budgeting are reviewed with particular emphasis on the application of valuation concepts to address the issues of long-term financing: optimum capital structure and cost of capital, as well as dividend policy. Additional topics covered may include the uses and characteristics of alternative forms of securities such as warrants and convertibles, as well as mergers and acquisitions,

bankruptcy and reorganization, and leasing. *Prerequisite:* 74.245.

74.247. *Dynamics of the Financial System (3 units)*

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets. The implications for the formulation of business financial policy will be highlighted. *Prerequisite:* 74.245.

74.248. *Seminar in Finance (3 units)*

Develops the microeconomic foundation of current financial theory and practice. Focus is on the intertemporal choice problem under certainty and uncertainty, the role of securities in the allocation of risk, asset and contingent claim pricing in exchange market equilibrium, production and informational market efficiency. *Prerequisite:* 74.246 or consent of instructor.

74.249. *Investment Portfolio Management I (3 units)*

An introductory course into the nature and functions of securities markets and the types of financial instruments traded. The organization, operation, and regulation of these markets are discussed. Considerable attention is devoted to the analysis of common stocks and bonds, as well as to the uses of options and futures contracts for hedging and speculation. Rudiments of portfolio management and diversification are presented. *Prerequisite:* 74.246.

74.250. *Seminar in Financial Research (3 units)*

A course designed to enable students to apply their knowledge of finance and research skills to a broad range of finance topics. *Prerequisite:* 74.246.

74.251. *International Monetary and Financial Relations (3 units)*

This course examines in depth the functioning of the international monetary system and international financial arrangements. Topics covered include: transfer of international payments, foreign exchange markets, balance of payments, international liquidity, international portfolio and direct investment, international financial markets

and institutions, and international banking. *Prerequisite:* 74.245.

74.252. *Risk Management and Insurance (3 units)*

A survey course to acquaint the student with the general principles of insurance and their application to financial management. *Prerequisite:* 74.246.

74.253. *Life Insurance (3 units)*

Topics include: the role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification, and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance. *Prerequisite:* 74.246.

74.254. *International Financial Management (3 units)*

This course deals with the financial problems of firms operating internationally. Topics covered: internal and external sources of funds, the foreign investment decision, financial structures, protection against foreign exchange losses, international working capital management, and import and export financing. *Prerequisite:* 74.245.

74.255. *Real Estate Finance (3 units)*

A study of the risks, practices, and problems involved in financing and investing in real property. Through case studies, analysis will be made of the economic background of cities, urban growth and structure, and land use policies. *Prerequisite:* 74.246.

74.256. *Management of Financial Institutions (3 units)*

This course is concerned with the general management and policies of financial institutions. Although emphasis is placed on commercial and investment banking activities, attention is also given to thrift institutions, insurance companies, and other financial intermediaries. *Prerequisite:* 74.246.

74.257. *Investment Portfolio Management II (3 units)*

Treats advanced issues in investment theory and practice. The specific topics cov-

ered will vary from offering to offering but are typically drawn from the following areas: market efficiency; portfolio and capital market theory; valuation of securities, including options and futures contracts; empirical tests of asset pricing models; and the investment psychology and behavior of investors and the market. *Prerequisites:* 74.246, 74.249 strongly recommended.

**74.258. *Real Estate Investments*
(3 units)**

An advanced treatment of investment analysis and portfolio management as applied to real estate investments. Topics: asset valuation theory, appraisal theory, and risk and return measurement. Case studies. *Prerequisite:* 74.245.

74.298. *Independent Study* (3 units)

74.299. *Master's Thesis* (3 units)

DEPARTMENT OF MANAGEMENT

Professor: André L. Delbecq

Associate Professors: David F. Caldwell, Jacques Delacroix,
James L. Hall (*Chair*), Joel K. Leidecker, Peter K. Mills,
Dennis J. Moberg, Barry Z. Posner

Assistant Professors: Jeanne M. Logsdon, David Palmer

**73.260. *Management I—
Organization and
Management* (3 units)**

An exploration of the concepts, models, and applications of contemporary organization theory. Topics include goal setting, organization structure, planning and control systems, and formal communication flow. Applications to ongoing organizational problems are stressed.

**73.261. *Social Psychology of
Management* (3 units)**

Continuation of 73.268 with emphasis on interpersonal relations and group dynamics, using an experiential (e.g., role-play) approach. Focus on skills such as assertiveness, conflict resolution, small group leadership, and group decision making. Diagnostic skills emphasized. *Prerequisites:* 73.260, 73.268.

**73.263. *Managerial Decision
Making and Problem
Solving* (3 units)**

The process of defining, analyzing, and implementing management decisions with special emphasis on the application of the behavioral and administrative sciences.

Quantitative analysis is not included. *Prerequisites:* 73.260, 73.268.

**73.264. *Personnel Administration*
(3 units)**

Exposure to the role and functions of the personnel department in business organizations, with particular emphasis on employment planning, selection and placement, employee evaluation, training and development, compensation systems, and legislation impacting personnel policies. *Prerequisites:* 73.260, 73.268.

**73.265. *Legal, Social, and Political
Environment of Business*
(3 units)**

An investigation of the political, social, and legal environment in which the business enterprise operates. Topics include the historical development of capitalism and the American political economy, contemporary interactions of government and societal institutions with the corporation, and the agenda of issues that constitute business-society interaction in the 1980s. Course includes lectures and extensive case discussions.

73.266. Business Policy (3 units)

The Capstone Course for the MBA Program. This course is presented from the perspective of a general manager; the integration of the various functional areas of the firm is a part of this approach. Topics covered include: strategic planning, strategy formulation and implementation, industry and competitor analysis, and firm-specific resource analysis. The course is heavily oriented to the case method, which is supported by conceptual and applied readings as well as lectures. *Prerequisites:* 73.232, 71.208, 74.246, and the marketing core requirement (72.280 and 72.282 or 72.291). Business Policy should be taken in the final two quarters of the student's MBA Program. See also 76.266, Business Policy in High-Technology Firms.

73.267. Union-Management Relations (3 units)

This course allows nonspecialist students to become more aware of the importance of labor issues to overall organizational success. Topics include: labor law, union organizing campaigns, determining appropriate labor policy, and negotiation behavior and strategy. The course is case-oriented. *Prerequisites:* 73.260, 73.268.

73.268. Management II—Organizational Behavior (3 units)

Analysis of optimum utilization of human resources in the organization. The course explores the contributions of the behavioral sciences to administrative practice and includes areas such as: human motivation, group dynamics, interpersonal relationships, leadership, and management of conflict and change. *Prerequisite:* 73.260.

73.269. Communications (3 units)

The functional and dysfunctional aspects of the communication process with particular emphasis on communication patterns and barriers at the interpersonal level and in small groups. *Prerequisites:* 73.260, 73.268.

73.270. International Management (3 units)

This course examines several issues and problems confronting managers in international operations. Two specific areas

covered are operational strategies and structures, and institutions that negotiate and regulate international operations. The course involves a blend of conceptual material and case analyses. *Prerequisites:* 73.260, 73.268.

73.273. Seminar in Organizational Behavior (3 units)

A course designed to allow a student the opportunity to apply the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis, group learning processes, and nonacademic resource personnel. *Prerequisites:* 73.260, 73.268.

73.274. Career Development (3 units)

The objectives of the course are for the student (1) to learn concepts regarding career dynamics in organizations and (2) to formulate an individual career development plan based on the understanding of organizational concepts; self-assessment of interests, values, and skills; and the study of the professional labor market. *Prerequisites:* 73.260, 73.268.

73.275. Society and the Environment (3 units)

This is a seminar course that examines the role of business in modern society, with special emphasis on managerial decision making. Topics are determined by the business sociopolitical milieu at the time the course is offered. The course structure includes current topical readings, seminar discussion, lecture, case method, and outside resource persons. *Prerequisite:* 73.265. *It is recommended that the student should have completed the majority of required courses.*

73.297. Seminar in Management Ethics (3 units)

The purpose of this seminar is to help the manager integrate ethics with management decisions. The goal is to integrate the manager's concern for the welfare of people with competent management. This course is taught by the Charles J. Dirksen Professor of Business Ethics. Specific issues addressed are a function of the current environment and the special interests of the

professor. Limited to 20 students. *Prerequisites:* 73.260, 73.268.

73.298. *Independent Study (3 units)*

73.299. *Master's Thesis (3 units)*

DEPARTMENT OF MARKETING

Professor: Albert V. Bruno

Associate Professors: Dale D. Achabal, Shelby McIntyre (*Chair*),

J. Michael Munson, Tyzoon T. Tyebjee

Assistant Professors: Karen F.A. Fox, Moshe Handelsman

Glenn Klimek Professor: Albert V. Bruno

72.276. *Services Marketing (3 units)*

The growing service sector of the economy faces unique marketing challenges. This course examines service-sector marketing issues, including distinctive features of services, segmentation and positioning, demand management, consumer satisfaction, quality, and productivity. Each student will work with a service organization to prepare a marketing audit or marketing plan. *Prerequisite:* 72.280.

72.277. *Product Market Planning and Strategy (3 units)*

This course covers the strategic decision of product and market selection and examines the role of innovation in light of a firm's objectives. The decision process for the management of new products is introduced, and analytic tools to aid the product manager at different phases of the decision process are developed. This course is not recommended for students who have already taken Business Policy. *Prerequisite:* 72.280.

72.278. *International Marketing (3 units)*

This course deals with the principles, instruments, and institutions of international marketing. The course covers international marketing issues such as developing foreign markets through exports, licensing, joint ventures, and multinational operations. *Prerequisite:* 72.280.

72.279. *Small Business*

Entrepreneurship (3 units)

This course is concerned with the evaluation of venture ideas and the conversion of these ideas into viable ventures. Class time is devoted about equally to a discussion of cases, lectures, and presentations by guest lecturers who have played a role in starting new enterprises (e.g., bankers, attorneys, entrepreneurs). Each member of the class is asked to develop a five-year business plan for a new enterprise as part of the course. *Prerequisites:* 72.280, 74.245.

72.280. *Marketing Management I (3 units)*

This course focuses on the analysis of principles and methods of marketing from the viewpoint of management. The course covers the role of marketing in business, the nature of marketing organizations and institutions, and an introduction to marketing decisions and the environmental influence on them. Lectures will be supplemented by discussion of cases that are typically faced in marketing management. *Prerequisites:* 71.200, 70.216.

72.281. *Marketing Theory (3 units)*

Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing in its social, political, legal, and economic environment. *Prerequisite:* 72.280.

**72.282. Marketing Management II
(3 units)**

This course exposes the student to a variety of decisions required for the effective marketing of goods and services for the consumer, industrial, and nonprofit sectors. This course relies primarily on the case method of instruction and requires a high degree of student participation. *Prerequisite: 72.280.*

72.283. Buyer Behavior (3 units)

The application of behavioral sciences to the understanding of buyer behavior. Decision processes of both consumer and industrial buyers are studied, including the key concept of the industrial buying center. The influences of such behavior concepts as motivation, personality, learning, perception, attitude, reference groups, and culture on specific areas of consumer decision making are investigated. A term project of the student's own choosing (related to some aspect of consumer, service, or industrial marketing) constitutes the major portion of the course grade. *Prerequisite: 72.280.*

**72.284. Advertising Management
(3 units)**

A study of the role of advertising in marketing, the communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluating advertising results. *Prerequisite: 72.280.*

72.285. Sales Management (3 units)

Managing the sales function, incorporating current management and quantitative techniques together with concepts from the behavioral sciences. The various duties of the sales manager are studied in detail, but particular emphasis is placed on the integrative nature of the tasks. Making decisions within a simulated sales environment is an integral part of the course. *Prerequisite: 72.280.*

**72.288. Concepts and Techniques in
Marketing Research
(3 units)**

The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. The course considers issues in research design and data analysis. *Prerequisite: 72.280.*

**72.289. Management of the
Marketing Research Process
(3 units)**

Evaluation of marketing research as an input to solving marketing problems; the use and usefulness of marketing research information to marketing managers; more emphasis on information as input to marketing problems, less on research design and data analysis. *Prerequisite: 72.280.*

72.290. Retailing (3 units)

Primary emphasis is directed to the problems and opportunities facing retail institutions today in a complex and dynamic environment framework. Modern management methods and tools for interrelating marketing and financial strategies are reviewed and illustrated. Case problems involving policy and procedure planning by firms of all sizes are assigned for analysis. Students will be asked to observe and analyze an actual retailer. *Prerequisite: 72.280.*

**72.291. Industrial Marketing
(3 units)**

The application of marketing techniques to meet the needs of the producer, re-seller, and government markets. An industrial managerial viewpoint is emphasized and findings from the behavioral and quantitative sciences are used as the foundation for determining a successful marketing mix. Both lectures and case discussions are used to highlight the principles involved. *Prerequisite: 72.280.*

72.298. Independent Study (3 units)**72.299. Master's Thesis (3 units)**

INTERDISCIPLINARY COURSES

76.212. *Management of the High Tech Firm Seminar (3 units)*

This seminar is designed to identify and analyze business issues and problems that are particularly important or unique to high technology firms. Topics will vary from seminar to seminar and will include a selection from project management, production, marketing management, personnel management, accounting, investment decisions, economic incentive schemes for innovation, financing, pricing, technological transfer, economic and technological forecasting, and legal issues related to patents and trademarks. The seminar is divided into segments of two to four sessions taught by faculty and guest speakers with special

expertise in each topic. *Prerequisites:* 72.280, 74.245, 13.231, 70.216, 71.200, 73.260.

76.266. *Business Policy in High-Technology Firms*

This course is a special version of 73.266, the Business Policy course required of all MBA students. The course focuses on the business definition of development, internal and external analysis of strategic alternatives, and the formulation and implementation of strategy, all from the point of view of high-technology companies. Students may take either 73.266 or 76.266. *Prerequisites:* Same as for 73.266. See page 51.

INSTITUTE OF AGRIBUSINESS

Professor: Charles E. French (*Director*)

Associate Professor: James A. Niles

Assistant Professor: Randall E. Westgren

W. M. Keck Foundation Professor: Charles E. French

75.330. *Environment of the Agribusiness Firm (3 units)*

This introductory course assesses the economic, social, legal, and political environment of the agribusiness firm. Emphasis is on current issues both in the United States and in international agribusiness. Characteristics of agricultural industries are examined. Background is provided to increase the understanding of the forces that affect and directly influence the decisions made by agribusiness managers.

75.361. *Agribusiness Production Management (3 units)*

Application of theory and quantitative methods for management of production activities in agribusiness. Problem areas considered include product mix, facility location, production planning and scheduling, inventory management, material requirements planning, and distribution system. Problems and case studies are analyzed

through the use of decision science techniques, statistics, and analytical models. *Prerequisite:* 71.200.

75.370. *Agribusiness Finance (3 units)*

Concepts, processes, and institutions involved in financing agricultural operations. Financial analysis and financial management problems of agribusiness firms. Structure of capital markets and sources of funds for agricultural operations. Students conduct case analysis and prepare presentations. *Prerequisite:* 74.245.

75.371. *Managing the Agribusiness Enterprise (3 units)*

The Capstone Course integrating problems of production, marketing, and finance as they relate to management decisions of agribusiness firms. Policy development and formulation of agricultural operations. Case analysis of agribusiness firms is stressed.

**75.380. *Agribusiness Marketing*
(3 units)**

Concepts, processes, and institutions involved in the marketing of products by domestic agricultural firms. Nature of demand for agricultural products, pricing, marketing strategy, promotion, and advertising. Changes in the structure of markets for agricultural products and agricultural industries. Students conduct case analyses and prepare presentations.

**75.381. *International Agribusiness Marketing and Development*
(3 units)**

Concepts, processes, and institutions involved in the international marketing of agricultural products. Size and importance of international markets, international trade flows, tariffs and trade barriers, and role of private firms in economic development. Students conduct case analysis and prepare presentations.

**75.382. *Commodities and Futures*
(3 units)**

An introductory course that focuses on the commodities traded on futures exchanges. A highly applied course, it is designed to improve the student's ability to analyze a commodity system and put this to beneficial use. Topics include the function and operation of futures markets, price move-

ments and determinants of price, speculative trading approaches, and technical and fundamental analysis. Students play a computerized trading game where they invest in the commodities market.

75.383. *Commodities and Risk Management* (3 units)

Risk management techniques are explored. The student is introduced to the commodity futures market from speculative and hedging points of view. Topics include function and operation of futures markets, price movements, determinants of price risks, and development of management information systems. Students play a computerized trading game utilizing real market prices.

75.390. *Field Experience* (3 units)

A specially designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis.

**75.391. *Independent Research*
(3 units)**

A written in-depth study in an area approved by a member of the Agribusiness faculty, usually involving field collection of data.

12

University Religious, Social, and Cultural Life

CAMPUS MINISTRY

The Campus Ministry staff at Santa Clara reflects the reality of the Church today—a group of lay women and men, women religious and clergy, who encourage all members of the University community to deepen their Christian commitment to “the service of faith, of which the promotion of justice is an absolute requirement” (Degree 4, 32nd General Congregation to the Society of Jesus).

To attain this end, Campus Ministry offers to the University community a variety of weekend and overnight experiences, from silent retreats to discussion and reflection sessions. Campus Ministry also sponsors guest speakers, workshops, and service opportunities in the community. Campus Ministry is responsible for the coordination and preparation of Eucharistic Celebrations in the Mission Church.

In the Christian Life Community, students acknowledge their love of God and each other through the Spiritual Exercises of St. Ignatius Loyola. In all of this, Campus Ministry is guided by the words of the prophet Micah:

This is what the Lord asks of you,
Only this,
To act justly
To love tenderly
To walk humbly with your God.

STUDENT LIFE

Participation in extracurricular activities is encouraged as part of the total development of the Santa Clara student. The primary educational objective in supporting student activities and organizations is to foster a community that is enriched by men and women of diverse backgrounds and wherein freedom of inquiry and expression enjoy the highest priority.

The following sections describe various aspects of student life and services. More detailed information is provided in the *Student Handbook*, which may be obtained by writing to the Office of the Dean of Students.

Athletics

The University maintains a well-balanced program of intercollegiate, instructional, and intramural athletics.

Intercollegiate competition for men is conducted in football, basketball, baseball, tennis, water polo, golf, soccer, crew, bowling, cross-country, volleyball, lacrosse, and rugby. Intercollegiate competition for women is conducted in volleyball, basketball, softball, tennis, cross-country, soccer, and crew. All of these sports compete against opponents of recognized national standing.

The University is a member of the National Collegiate Athletic Association, West Coast Athletic Conference, Western Football Conference, California Collegiate Women's Soccer Conference, and the Pacific Soccer Conference.

STUDENT ACTIVITIES

The Student Activities Office is available to assist students in maximizing their educational opportunities outside the classroom and to promote the value of community service for all student organizations. The office staff function as advisers to the Associated Students of the University of Santa Clara, including the Executive Board, the Senate, the Board of Constitutional Review, and Social Presentations. They also advise the Santa Clara Community Action Program and the Special Olympics Committees.

This office also administers the University recognition procedure for all student clubs and organizations. Students interested in joining a student organization or forming a new club or organization are encouraged to come by the Student Activities Office for more information.

A number of leadership workshops for student organization leaders are offered throughout the year. Workshops cover such topics as membership recruitment and retention, planning effective meetings, leadership transition publicity, fund raising, program planning, organizational finances, and program evaluation.

Students who desire to participate in a leadership workshop or need advice on any matter relating to a student organization should contact the staff in the Student Activities Office for assistance.

Student Organizations

Students can become involved in a number of the more than 70 academic, recreational, religious, social, ethnic, and political organizations active on campus. Information on how to join an organization is available in the Student Activities Office.

Santa Clara Community Action Program The Santa Clara Community Action Program (SCCAP) is a student volunteer organization founded in 1966. The volunteer opportunities that it offers in schools, hospitals, special educational centers, and the local jail system provide experiences in education, law, medicine, psychology, religious studies, and sociology. This exposure is not only useful in making wise career decisions, but important in the sharing of moral values.

Debate Santa Clara has traditionally had one of the strongest intercollegiate debate teams in the western United States. The team participates in approximately ten tournaments annually, including several out-of-state invitationals.

The program is open to participation by all students and some scholarships are available to those with previous experience in national contests. For information regarding these scholarships, contact the Office of Financial Aids.

KSCU-FM Radio KSCU-FM is managed and operated solely by Santa Clara students. It is designed to train students in broadcasting skills and to provide the University community with music, news, sports, and public service information.

The Owl *The Owl*, founded in 1869, is the University's literary magazine and the oldest college publication in the West. It invites authors from every academic area to present their works for publication. Published twice a year, the magazine includes essays, journalistic pieces, short stories, poetry, and reviews.

The Redwood Having recently published its eightieth edition, *The Redwood*, the University's student-produced yearbook, continues to record the annual story of the University. Over the years, *The Redwood* has earned a reputation for trendsetting and creativity in text, photography, layout, and graphic design.

The Santa Clara As the weekly campus newspaper, *The Santa Clara* reports on current events, sports, entertainment, and people. Outstanding coverage and design recently earned *The Santa Clara* an award that placed it in the top sixth of the country's university papers. All students, both undergraduate and graduate, are welcome to join the staff of nearly 75 students who work in reporting, photography, graphic design, typesetting, advertising, and layout.

STUDENT SERVICES

Listed below are the many service centers established to meet the needs of students. Each center provides a variety of programs to encourage personal growth.

Academic Resources

The Office of Academic Resources is located on the second floor of the Benson Memorial Center and offers several programs to assist graduate students with their academic adjustment. Training in study skills, including coping with test anxiety, is available through workshops or individually. Academic Improvement Groups meet every term to improve general academic adjustment and to help students with time management, study reading, notetaking, and other study skills. Tests 'n Tension Groups help students prepare for and improve performance on different types of exams. For students who want to work on their own, there are self-paced instructional programs in comprehension, grammar, memory, spelling, notetaking, and other study skills. A limited number of opportunities are available for graduate students who wish to work as tutors for undergraduate courses. Students interested in employment as a tutor should see the Director of Academic Resources.

Black Student Affairs Office

The Black Student Affairs Office addresses the various needs of black students and promotes understanding and cooperation among members of the University community.

The office provides peer group counseling, plans cultural programs, and explores employment opportunities. The office also acts as liaison between the University and the black community of Santa Clara and San Jose, and serves as sponsor of the black student organization *Igwebuike* to promote mutual interests.

Career Development and Placement Center

The Career Development and Placement Center provides a variety of services to assist students in clarifying, planning, and achieving their career goals.

A professional staff of counselors offers career counseling to individuals and groups. Workshops are held regularly on such topics as self-assessment, career planning, resume writing, interviewing, and job hunting. Programs have been developed that bring professionals from various industries to present information about career fields. A special program offers students an opportunity to speak with alumni in various careers.

The Career Development and Placement Center maintains strong contacts with employers. Job listings are available for full-time, part-time, summer, internship, temporary, and work-study jobs. Over 200 local and national employers visit campus to recruit students for career placement. An extensive file is maintained with names of contacts at employing organizations.

Chicano Affairs Office

The Chicano Affairs Office provides support and assistance to students who identify themselves as Chicanos or Latinos. The office provides personal counseling, cultural programs, learning assistance, and community outreach programs. Many activities are sponsored in conjunction with MECHA-El Frente, the Chicano student organization.

Counseling Services and Programs

Counseling Services and Programs, located on the second floor of Benson Memorial Center, offers free professional counseling for all undergraduate and graduate students. Confidential psychological counseling in a supportive atmosphere is designed to help students attain greater self-understanding and become more personally effective. Some of the concerns that students discuss with counselors include stress, depression, sexuality, individual identity, and family, friendship, and love relationships. The special issues of minority and international students are recognized. In addition to individual, couples, and family counseling, small groups and workshops related to topics of general interest are frequently offered. Consultation and referral for faculty and staff and training opportunities for graduate students in Counseling are also available.

Students in crisis or with urgent needs can be seen immediately on a walk-in basis, and regular appointments through the receptionist can usually be made

within one week by calling 554-4172. Counseling hours are Monday through Friday, 8 a.m. to 5 p.m., and Tuesday evenings, 5 p.m. to 7 p.m.

Grants and Fellowships Office

The Grants and Fellowships Office, located in the rear of the Varsi building, assists juniors, seniors, and graduate students who plan to enter graduate or professional studies in selecting a school and in securing financial aid. It offers counseling, conducts workshops on writing statements of purpose, maintains a collection of directories and more than 800 catalogs, and arranges campus interviews with various graduate school representatives including the International Graduate School of Management and the Harvard School of Government.

For national and international competitions for scholarships in which candidates must be officially nominated or endorsed by the University, the Director of the Grants and Fellowships Office, together with several members of the faculty, selects the nominees and arranges the endorsements. This office does not award fellowships, scholarships, or other financial assistance for study at Santa Clara or elsewhere.

International Student Services

Services for international students are provided through Academic Resources. These services include special events and speakers, activities with the International Club, and programs such as International Friends, Hospitality, and English Conversation Partners.

Student Health Center

Health services are located in the Cowell Health Center on campus and are under the supervision of the University Physician.

Students may see the physician by appointment or for emergency drop-in services 9:00 a.m. to noon and 2:00 p.m. to 5:00 p.m. weekdays while the University is in session. Nurses are available 24 hours per day every day. There are infirmary beds for those too ill for dormitory or apartment living but not sick enough to need hospitalization.

All full-time undergraduate students and full-time law students are eligible for medical care at the Center. Graduate students and part-time undergraduate students, on payment of a minimal health service fee per quarter, are also eligible for medical care. With the exception of drugs, laboratory work, and x-rays, no fee is charged to students using the service. Extra insurance coverage for outside care or other special needs is available and recommended for all students. Inquire at the Student Health Center for information.

All full-time undergraduate and law students are required to have a pre-entrance health examination by their personal physician.

Women's Center

The Women's Center, on the second floor of Benson Memorial Center, is a place where the women of the University can find support, information about

women's issues, and community referrals. The Center is open to all students, graduate and undergraduate, as well as faculty and staff. Beyond offering support to individuals, the Center sponsors various programs ranging from special speakers and workshops to social events for re-entry, graduate, and undergraduate students.

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Facilities

Adobe Lodge

Adobe Lodge is the oldest building on campus. Restored in 1981 to its 1822 decor, the Lodge contains a presidential dining room as well as central and private dining facilities for faculty and staff.

Benson Memorial Center

The Robert F. Benson Memorial Center is the hub of campus life. The Benson Center is designed to meet the various needs of students, faculty, staff, alumni, and guests and to provide an environment for the education of the whole person that continues outside the classroom. Among the many services and facilities available are the Information Desk, Game Room and Lounge, Benson Cafeteria, Bronco Corral, Shapell Lounge, parlors, and Williman Room. Also housed in the building are the bookstore and post office, in addition to a number of student services offices and the offices of Campus Ministry and Associated Students.

Classroom Buildings

Nine classroom buildings house not only some 72 classrooms but numerous administrative offices as well. Mayer Theatre and three Fine Arts buildings also provide special classroom, rehearsal, and performance facilities.

Cowell Health Center

The Cowell Health Center offers health services to students, as described on page 60, and also houses the Public Safety Office and the University Personnel Department.

de Saisset Museum

The de Saisset Museum includes American, European, African, and Oriental art, as well as historically important objects from the early days of Mission Santa Clara. In addition to its permanent collection, it features special exhibitions of traditional, modern, and contemporary art.

Museum hours are Tuesday through Friday, 10:00 a.m. to 5:00 p.m.; Saturday and Sunday, 1:00 p.m. to 5:00 p.m.

Leavey Activities Center

Leavey Activities Center is a widely used extracurricular outlet at Santa Clara. Since the construction of the Leavey Center, which has approximately two acres of recreational facilities, the intramural and recreation programs have achieved 80 percent student participation and maintained a high level of interest in competition, recreation, and social activity.

Included in the Center are the Toso Pavilion for basketball, racquetball courts, volleyball area, swimming pool, men's and women's locker rooms, weight training section, sauna, and steam rooms. With such facilities and activities, the Leavey Activities Center has fulfilled its design for use by students, faculty, and staff of the University. It also continues to serve as a setting for cultural and social events.

A monthly schedule of hours and activities is posted on the Leavey bulletin board. Students must present validated ID cards to attendant upon entering.

Louis B. Mayer Theatre

The 500-seat Louis B. Mayer Theatre is designed to provide the traditional proscenium stage common to most theatres, as well as orchestra pit and thrust elevators that can be raised or lowered electrically. In a remarkably simple procedure, a wall is moved, a few seats are relocated, and the main theatre is re-oriented to a new dramatic form that extends the stage into the auditorium so that the audience surrounds the action on three sides.

The Mayer Theatre also has a special floor constructed for dance, as well as a large movie screen and film projector.

The Fess Parker Studio Theatre, housed within the Mayer Theatre complex, has no fixed stage or seating. Its "black box" design, complete with moveable catwalks, provides superb flexibility in an experimental setting.

Mission Santa Clara

The Mission Church marks the historic heart of the University. Adjacent to the beautiful Mission Gardens, the Church holds regular services and provides a place for quiet reflection.

Nobili Hall

Nobili Hall provides on-campus housing for the University's Jesuit community. The four-story facility, named for John Nobili, first president of the college, contains a dining area and a chapel.

Michel Orradre Library

The Michel Orradre Library, with 110,000 square feet of space, has some 428,000 books and periodicals and 370,000 microforms. It is an official depository for both California state and U.S. government documents, which number some 240,000.

The Library has an open-shelf plan and is open seven days a week for a total of 106 hours.

Holdings in biology, chemistry, and physics are maintained in the Science Library in the Edward Daly Science Center.

Detailed information regarding the use of Michel Orradre Library is available in the *Library Handbook* published by the library staff.

Ricard Memorial Observatory

Named after Father Jerome S. Ricard, S.J., Santa Clara's "Padre of the Rains" who was most famous for his "sunspot theory" of weather forecasting, the observatory now houses all of the University's audio-visual equipment.

Buck Shaw Stadium

Built in 1962 for Santa Clara's varsity football, baseball, and soccer programs, the 10,000-seat stadium and the surrounding practice fields are the outdoor facilities for Santa Clara's highly successful intercollegiate and intramural athletic programs.



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**ONE HUNDRED AND THIRTY-FIFTH YEAR
1985–86**

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(Undergraduate and Graduate Programs)
Accredited by the American Bar Association
Admitted to Membership in the Association of American Law Schools
Accredited by the State Bar of California
Accredited by the Accreditation Board for Engineering and Technology
Approved by the California State Commission on Teacher Credentialing
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